

SNOWY MOUNTAINS SPECIAL ACTIVATION PRECINCT

Social Infrastructure Study



Planning,
Industry &
Environment

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Executive summary

This report is the Social Infrastructure Study for the Snowy Mountains Special Activation Precinct (SAP). The Snowy Mountains SAP has been identified by the NSW Government for development due to the opportunity to increase year-round tourism and employment, to invest in the infrastructure needs of residents, seasonal workers and visitors, and to attract more visitors from Australia and the world, ultimately transforming the Snowy Mountains into Australia's Alpine Capital.

The Snowy Mountains SAP builds on work undertaken through the Go Jindabyne Masterplan and extends the focus to include Kosciuszko National Park and alpine resorts, covering an area of 72,221 hectares. The main local centre in the study area is Jindabyne, located about 180 kilometres south of Canberra and 460 kilometres southwest of the Sydney CBD.

The Social Infrastructure Study for the Snowy Mountains SAP provides recommendations to inform planning for the precinct. The recommendations will help ensure social infrastructure provides liveability for residents and amenity for visitors, accounting for the variation in population across the year.

Community profile

The study area is located within the Snowy Monaro LGA, and is best represented by the Australian Bureau of Statistics (ABS) Jindabyne-Berridale Statistical Area Level 2 data. The area is characterised by multiple population groups (residents, seasonal residents, seasonal workers and visitors).

In 2016, resident population within the study area was 7,077 people. In 2020, it was estimated that there were 7,287 residents in the study area. Estimated peak total population in 2020 including seasonal workers and visitors was estimated to be 28,828 people.

The traditional owners of the Snowy Monaro region, including the study area, are the Monero-Ngarigo people.

There are a high proportion of Australian-born and English-speaking people.

The Jindabyne and Snowy Mountains region is relatively advantaged in comparison to surrounding areas within the LGA. There are low levels of unemployment. Housing affordability is an issue, particularly in the winter months.

Tourism plays a dominant role in the local economy, directly comprising more than half of the economy. Tourism contributes over \$500 million to the regional economy each year. The Snowy Mountains hosts an average of more than 519,000 visitors annually. Tourism and visitation in the study area is characterised by extreme seasonality, with the vast majority visiting in the winter months.

Existing social infrastructure

The audit of social infrastructure focussed predominantly on social infrastructure that fell within the study area boundary. It also considered infrastructure provided in Cooma, and surrounding smaller towns, where there was relevant use by population living within the study area. The audit was undertaken in the first instance by desktop review and stakeholder engagement. A site visit to the study area was undertaken in mid-September to verify and enrich the findings.

Generally, social infrastructure in the study area is sufficient for the resident population. However, social infrastructure comes under strain during the peak tourism season (winter months). In many cases, the quality of social infrastructure could be improved to ensure equitable access, and in some cases better functionality, for all sections of the population.

There is an adequate number of schools in the area. However, the schools need more open and teaching space. On-site expansion and development of Jindabyne Central School was approved, but has been on hold while the SAP study is underway. Snowy Mountains Grammar School is also further developing its site to account for growth in student population.

Emergency services are provided in Fire and Rescue NSW, NSW Police, NSW Ambulance, NSW Rural Fire Service and State Emergency Service. Local stations are in need of refurbishment or upgrade. This is under way for NSW Police, but needs to be planned for other emergency services.

Local medical and health centres in Jindabyne are stretched to capacity at peak tourism times. Cooma serves as the local hospital. It is being upgraded, but this will not increase its capacity sufficiently to service future population increases. Allied health services are provided through the medical centre on a regular but intermittent basis.

Community support services are available in Jindabyne. However, these lack the space to adequately serve community needs. There is currently a gap in aged care services, with the community expressing its desire for an aged care facility. There is no dedicated space for youth to gather for recreation and to access support, which leads to issues with disengaged youth.

Sport, recreation and open space are highly valued by the community, and well provided for across the town. The Jindabyne Sport and Recreation Centre is located just outside the built up area, and presents numerous opportunities for elite and community sport. The Lake Jindabyne foreshore also provides high quality recreation and open space for the community. While the study area does not lack in quantity of recreation facilities, the quality of these can be improved in a number of ways.

Art and culture are valued by the community of Jindabyne and surrounds, with many sculptures and memorials lining the Lake Jindabyne foreshore.

Stakeholder engagement

As part of the initial desktop review, engagement with key stakeholders occurred via videoconference and telephone interview. Stakeholders were identified in consultation with the Department of Planning, Industry and Environment. Stakeholder engagement results were integrated into the social infrastructure audit, and have informed the findings of this report.

Population projections

For this study, population projections take into account the effect of the SAP on resident population, visitor numbers to proposed and existing tourist attractions and other developments associated with the SAP. Population projections were developed for resident, seasonal worker and visitor populations, and comparisons made between the baseline (existing) scenario and the SAP scenario.

Without the Snowy Mountains SAP, the population within the study area would grow much more slowly than with the SAP in place. The SAP is forecast to boost population growth across all population groups.

Without the SAP, resident population within the study area would grow from 7,287 in 2020, to 7,856 in 2040 and 7,538 by 2061. Peak total population (including visitors and seasonal workers) would grow from 28,828 in 2020, to 32,737 in 2040, and 27,948 in 2061.

Under the SAP scenario forecasts, resident population within the study would grow from 7,287 in 2020 to 11,521 in 2040 and 11,854 in 2061. Peak total population would grow from 28,827 in 2020 to 45,172 in 2040 and 38,662 in 2061.

Growth in population would be most rapid through to 2040. Between 2040 and 2061, resident growth will level off, while seasonal workers and visitors numbers will decline. This is due mainly to the changing climatic conditions impacting tourism numbers in the winter season.

Trends and best practice

Literature and case studies guide the recommendations in this report. The trends outlined and case studies provided focus on ensuring a sustainable approach to social infrastructure. They acknowledge some of the difficulties that tourism development can bring to a host community and seek a balance between the infrastructure needs of residents and visitors alike.

Best practice examples of future-focussed and sustainable schools are given, along with an example of flexible postgraduate program delivery for elite sport. Ideas to integrate social responsibility, Indigenous partnerships and alignment to the Sustainable Development Goals are also provided.

Benchmark assessment

Benchmarks were set for social infrastructure where possible, in consultation with NSW Government and Snowy Monaro Regional Council. These benchmarks informed the analysis, needs assessment and recommendations. The shortcomings of benchmark ratios are noted, and best practice principles for providing social infrastructure, and recreation and open space, are also detailed.

Needs assessment findings

The study area is generally well serviced in terms of social infrastructure. Without the SAP, the area would have fewer needs. However, there are some key social infrastructure facilities that need upgrading regardless of the SAP. Examples include Jindabyne Central School, a community library, the Neighbourhood Centre, youth services, aged care, and emergency services station upgrades. In addition, upgrades to the open space in regard to quality and accessibility are also required.

The needs are even greater if the vision of the SAP is to be achieved, as additional resident, seasonal worker and visitor populations will put pressure on some already at-capacity resources. Population projections prepared by The CIE in the Economics Study are a key input in determining social infrastructure needs for the future precinct.

Guiding principles for the provision of social infrastructure are outlined and intended to guide the delivery of social infrastructure in the Snowy Mountains SAP.

Recommendations and opportunities

Recommendations were developed from the results of the benchmark and needs assessment, then refined throughout the course of the project and Enquiry by Design process. Their purpose is to support the predicted growth in residents and visitors to the region, ensuring that the precinct is a quality place to live and visit.

The recommendations for social infrastructure are captured under the following themes:

- Develop a best practice, future-focussed sport and education precinct at the Jindabyne Sport and Recreation Centre
- Provide services and facilities for all population groups and users
- Improve the quality and connectedness of open space and recreation
- Foster social sustainability through community support and building community resilience.

Develop a best practice, future-focussed sport and education precinct at the Jindabyne Sport and Recreation Centre

1. Create a sport and education hub at the Jindabyne Sport and Recreation Centre that focusses on elite sport, community sport, university and school education, and outdoor education.
2. Relocate Jindabyne Central School to a new site at the Jindabyne Sport and Recreation Centre. The future school should be best practice and future-focussed, utilising sustainable design principles.
3. Improve community sport facilities, including closing the current Jindabyne pool and providing an aquatic centre at the Jindabyne Sport and Recreation Centre.
4. Improve community access to the Jindabyne Sport and Recreation Centre by creating walkable connections.

Provide services and facilities for all population groups and users

5. Ensure inclusivity and access to social infrastructure for a broad range of spaces for all ages and abilities.
6. Provide a permanent branch library for Jindabyne, connected to a new community centre.
7. Develop a community centre in Jindabyne to replace and expand the offerings of the current Neighbourhood Centre, including formalised spaces for community services, meeting spaces, performance space, library and youth hub.
8. Refurbish and refresh the Jindabyne Memorial Hall so it is more fully utilised and aligns with the visual amenity for the future town centre.
9. Aged care needs to be provided in a walkable distance from the town centre, with co-located childcare an option to explore.
10. Consider future health needs in conjunction with population forecast numbers. Urgent medical care and sports-related injuries need to be considered, given the nature of activities proposed in the SAP.
11. Emergency facility upgrades are required for Fire and Rescue NSW, NSW Rural Fire Service and NSW Ambulance. These should be located on a main thoroughfare for quick access. NSW Ambulance requires a new site to be acquired, in place of the current land. NSW Police have upgrades in progress that will address their needs. Emergency service access to difficult terrain needs to be considered for response time planning.
12. Provide a youth hub with support and activities to engage the local youth population. Activities on the foreshore for youth may include an upgraded skate park, half basketball court and a swimming area at the lake.

Improve the quality and connectedness of open space and recreation

13. Improve the quality, function and useability of open space throughout the SAP, with particular focus on activating the foreshore. This includes additional outdoor activities, quality landscaping and design for all age groups, and encouraging events.
14. Improve the connectedness of open space and public social infrastructure, including linking open space, parks, sports fields, walkable shady streets and social infrastructure for the health and wellbeing of the community.
15. Upgrade the condition of existing ovals and playgrounds.
16. Provide opportunities for the local art community to contribute to public art and performance.
17. Foster development of the trails network in the area for community recreation, walking and mountain biking, and as a tourism opportunity.

Foster social sustainability through community support and by building community resilience

18. Plan to facilitate community growth through the change process with open and transparent engagement.
19. Recognise and educate the community about Indigenous culture and heritage through thoughtful design, following engagement with local Indigenous community elders.
20. Provide affordable housing for service providers and seasonal workers to reduce barriers for skilled workers.
21. Encourage social responsibility initiatives by future and current resorts in the precinct to improve connection to and involvement with the community.
22. Establish clear management and governance of new facilities with clear funding arrangements, and explore public-private partnership opportunities.

1 Introduction

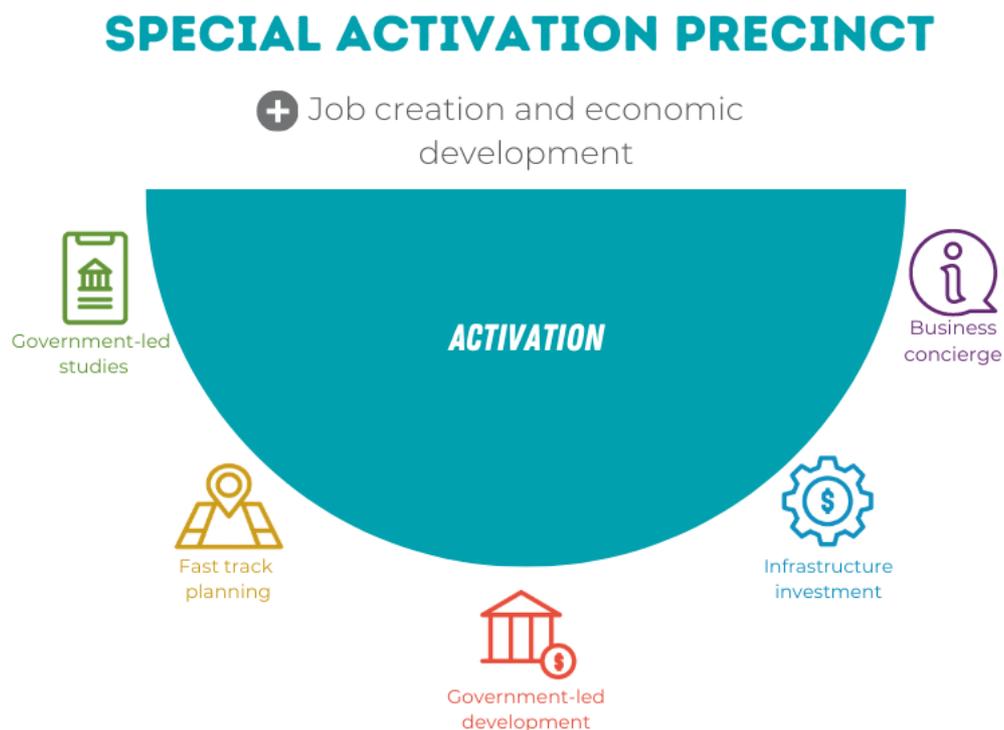
The NSW Government has commissioned a suite of studies for the Snowy Mountains Special Activation Precinct (Snowy Mountains SAP). These studies are inputs to the Draft Master Plan for the Snowy Mountains SAP, which seeks to increase year-round tourism and elevate Jindabyne and the surrounding alpine villages to be Australia's Alpine Capital.

1.1 Background

The establishment of Special Activation Precincts (SAPs) is a joint NSW Government agency initiative, funded through the \$4.2 billion Snowy Hydro Legacy Fund. SAPs represent a new way of planning and delivering infrastructure projects in strategic regional locations in NSW. Through transformative infrastructure investment and streamlined planning, SAPs seek to 'activate' regional locations, creating jobs and economic development.

A SAP contains five core components, shown in Figure 1.1.

Figure 1.1: Core components of a Special Activation Precinct



Preparation of the Snowy Mountains SAP is being led by the NSW Department of Planning, Industry and the Environment (DPIE) and supported by close collaboration with other relevant state and local government agencies.

1.2 Vision for the Snowy Mountains SAP

The NSW Government announced the establishment of a Special Activation Precinct (SAP) in the Snowy Mountains in November 2019, following the Go Jindabyne master planning process that commenced in November 2018. Go Jindabyne aimed to revitalise Jindabyne to become Australia's leading alpine destination. As the Go Jindabyne process progressed, it became clear there was a much bigger opportunity to support sustainable growth for Jindabyne, and for the wider region, over the longer term.

The Snowy Mountains SAP seeks to build on the work undertaken through the Go Jindabyne master plan to identify opportunities to:

- Revitalise the Snowy Mountains and stimulate year-round tourism to grow the regional economy and create employment opportunities;
- Diversify the tourism offering, including adventure and ecotourism, while respecting the natural landscape and Kosciuszko National Park;
- Develop a sustainable precinct by adopting a climate-positive and carbon-negative approach to development; and
- Ensure the precinct's resident, seasonal and visitor populations have access to infrastructure, connections and services that guarantee the Snowy Mountains are a healthy, accessible, adventurous and sustainable place to live, work and play.

The vision is one that brings together environmental, economic and social sustainability to build on the existing strengths of the area.

The vision is supported by five aspirations that guide development of the precinct:

- Adventure and ecotourism – offering adventure and ecotourism opportunities for year-round tourism
- Sport and education – developing a sport and education precinct, with a national training base for alpine athletes, and specialised tertiary education offerings
- Sustainability and wellness – leading the way in environmental resilience and sustainability, while protecting the alpine environment of the Kosciuszko National Park
- Design and culture – celebrating European and Indigenous history, strengthened design, incorporating alpine character and improved social equity
- Infrastructure and connections – improved external connections to the region, including by air, public transport within the precinct, incorporating new technologies, and creating a pedestrian and cycle-friendly town centre.

1.3 Snowy Mountains SAP Study process

The Draft Master Plan for the Snowy Mountains SAP is informed by the Draft Vision for the precinct. The Draft Vision was exhibited for feedback in August 2020. Following analysis and incorporating feedback on the vision, the Final Vision for the Snowy Mountains SAP will be released.

At the same time, a range of technical studies were undertaken to inform development of the Snowy Mountains Draft Master Plan. The Final Master Plan will incorporate all the technical information and consultation feedback, and will guide future development in the precinct, putting plans in place to make the vision a reality.

Technical studies for the Draft Master Plan are being undertaken in packages, including:

- Structure Planning
- Environment
- Economics
- Engineering
- Airport
- Legislation.

This Social Infrastructure Study is part of the Structure Planning package, being led by Jensen Plus. It includes the following technical studies:

- Tourism
- Housing and Accommodation
- Urban Design
- Public Space
- Sustainability
- Social Infrastructure
- Sport Infrastructure.

1.4 What is social infrastructure?

Social infrastructure incorporates facilities and services that are used for the physical, social, and cultural wellbeing of the community. Social infrastructure is the mix of 'hard' infrastructure (facilities and open spaces) and 'soft' infrastructure (services and programs) that impact on community wellbeing and quality of life.

For this study, social infrastructure is defined as:

- Primary, secondary and tertiary education (private and public)
- Healthcare facilities including hospitals, ambulance services, medical clinics and general practitioners
- Emergency response services and facilities, including NSW Police, Fire and Rescue NSW, NSW Rural Fire Service, State Emergency Service (SES), HAZMAT¹ and biosecurity
- Community centres, including youth, aged care and education centres/facilities, multi-purpose centres, and childcare centres (long day-care, out of school hours/after school care and preschools)
- Libraries
- Services and infrastructure for people with disabilities
- Recreation and sporting facilities, including sporting fields and courts, ovals, swimming pools, and sporting centres (indoor and outdoor, local and regional)
- Playgrounds and skate parks
- Public open space (passive and active).

¹ Hazardous materials

1.5 Vision for Social Infrastructure in the Snowy Mountains SAP

The Social Infrastructure Study aims to ensure social infrastructure provides liveability for residents and amenity for visitors, accounting for variation in population across the year.

The vision developed for the SAP reflects the following key point that is relevant to the Social Infrastructure Study:

- Our future is socially inclusive: We support the needs of our local residents, seasonal workers, and returning visitors with infrastructure. Connections and services that will guarantee that the Snowies are a healthy, accessible, adventurous, and sustainable place to live, work and play forever more.

Specific ideas expressed in the Draft Vision that were further explored through the Social Infrastructure study are:

Sport and education

- Potential relocation of Jindabyne Central School to a location adjoining the Jindabyne Sport and Recreation Centre to support co-use
- Specialised tertiary education focussed on the region's economic strengths (tourism, environmental management, hospitality and tourism and sports science).

Design and culture

- Opening up the Lake Jindabyne foreshore for public access – for example with a swimming area, marina, boat ramp, outdoor amphitheatre, community garden, improved skatepark, skating rink, barbeque facilities, picnic shelters, festival space, play spaces and public toilets
- Community infrastructure and services such as affordable housing, healthcare and aged care
- Provision of a new library
- Development of a heritage centre
- Improved community centre with spaces for youth, seniors, arts, technology and business incubators and accelerators
- Snowies to be an inclusive, accessible and equitable region where everyone belongs.

Infrastructure and connections

- Improving accessibility, walkability and cyclability
- Providing alternative transport modes to driving to move around town.

1.6 Purpose of this report

This report provides an understanding of the existing social infrastructure in the study area. It makes recommendations on the future needs for social infrastructure to ensure the resident, seasonal and visitor populations are well provided for in this respect.

The key requirements of the Social Infrastructure Study are to:

- Identify at a precinct-wide level the social services, infrastructure and facilities required in the Snowy Mountains SAP
- Identify opportunities and constraints across the precinct
- Undertake consultation, investigations or site visits to support growth of the precinct

- Identify measures that need to be implemented to support the social infrastructure outcomes, and
- Identify and develop other innovative solutions or strategic concepts that could be implemented across the precinct to achieve the precinct vision and objectives.

The analysis within this report relies on current and modelled future population for the area to identify needs, opportunities and constraints for social infrastructure in the SAP. It is intended to be read as an input into the Snowy Mountains SAP Structure Plan prepared by Jensen Plus. Therefore, recommendations contained within this report may not all be included in the Final Structure Plan.

1.7 Structure of this report

The report is structured as follows:

- Section 1: Introduction
- Section 2: Methodology
- Section 3: Regional and local context
- Section 4: Demographic profile
- Section 5: Existing social infrastructure
- Section 6: Population projections
- Section 7: Best practice and case studies
- Section 8: Needs assessment
- Section 9: Recommendations and opportunities
- Section 10: References.

2 Methodology

2.1 Social Infrastructure Study method

The Social Infrastructure Study has been undertaken as follows:

Stage	Tasks
Background review	<ul style="list-style-type: none"> – Desktop review and summary of local, regional and state policies, plans and strategies – Review of existing work, particularly through Go Jindabyne and the Draft Vision for the SAP
Current state of social infrastructure and services	<ul style="list-style-type: none"> – Desktop audit of existing social infrastructure facilities' capacity and drawing areas, based on internet research and information provided by Snowy Monaro Regional Council (Council) and DPIE – Review of existing ABS data to inform baseline population profile and understanding of economic context – Develop Stakeholder Engagement Plan for approval, including key messages and interview process and plan. – Engagement with state government agencies and Council for briefing, noting key issues and any proposals underway or on hold – Engagement with local service providers from schools, health services and community services to understand current context and capacity, and any development proposals underway or on hold – Consolidate stakeholder engagement findings to inform desktop audit and future provision of social infrastructure. – Site visit to Jindabyne and surrounds to groundtruth data
Future demand (initial analysis)	<ul style="list-style-type: none"> – Determine and agree on benchmarks to be used for social infrastructure provision – Review and use of population projections provided by The CIE – Assess future demand based on current understanding of SAP population growth – Incorporate findings from stakeholder consultation
Identify key issues and preliminary recommendations	<ul style="list-style-type: none"> – Draw together findings and provide recommendations for further development in the SAP study area.

2.1.1 Stakeholder engagement method

Stakeholder engagement was an important input into understanding the existing social infrastructure in the study area. A stakeholder engagement plan was developed to outline the methodology, and was approved by DPIE prior to engagement commencing.

Due to travel restrictions in place for COVID-19 at project commencement, interviews were undertaken via videoconference and teleconference (depending on stakeholder preference) to gain a more detailed understanding of local and regional social infrastructure. These interviews provided important insight into the current state, and needs for social infrastructure in the area.

Interviews were conducted between 1 and 21 July 2020 with the stakeholders below.

- Snowy Monaro Regional Council representatives from:
 - Economic Development
 - Youth Services
 - Community Development
 - Community Services
- Emergency Services:
 - Fire and Rescue NSW
 - NSW Rural Fire Service
 - NSW Police
- NSW Health
 - NSW Ambulance
 - Health System Strategy and Planning
- Department of Regional NSW
 - Inclusive Infrastructure, Placemaking and Experience
- TAFE NSW
- School Infrastructure NSW
- Canberra University
- Jindabyne Central School
 - Principal
 - Parents and Citizens Association
- Snowy Mountains Grammar School
 - Principal
 - Parents and Citizens Association
- Sport and Recreation Centre
- Neighbourhood Centre
- Snowy River Health Centre.

See Appendix A for the Stakeholder Engagement Plan that was prepared to guide the engagement process.

See Appendix B for findings from the Stakeholder Engagement process undertaken for this Social Infrastructure Study.

2.1.2 Other engagement inputs

Consultation with relevant government agency stakeholders continued throughout the project on an as-needed basis. Relevant submissions from the Snowy Mountains SAP vision consultation process were also reviewed.

Previous engagement on social infrastructure was also examined to gain an understanding of existing and future social infrastructure needs including:

- Community engagement for Go Jindabyne, resulting in the Go Jindabyne Community Statement and the Go Jindabyne Vision and Principles document
- Stakeholder engagement for the Go Jindabyne Social Infrastructure Assessment by AECOM
- Survey on recreation activities in the council area by Snowy Monaro Regional Council.

These studies provided additional context and helped shape the approach for this stakeholder engagement plan. Key findings from these processes are also captured here to ensure completeness of stakeholder feedback for the SAP process.

In addition, DPIE are undertaking stakeholder and community engagement through a number of channels including:

- Community Working Group
- Community and Youth Advisory Groups (since January 2019, meeting every 6-8 weeks)
- Jindabyne Chamber of Commerce, Jindabyne Connects
- Tourism Snowy Mountains
- Jindabyne Central School and Snowy Mountains Grammar School (Student Representative Councils and Parent and Citizens)
- NPWS Regional Advisory Council (every 6-8 weeks)
- Southern Snowy Mountains Aboriginal Community Executive Committee (quarterly)
- Snowy Monaro Regional Council Councillor briefings.

The Draft Vision for the Snowy Mountains SAP was exhibited in July and August 2020. Submissions were received by DPIE and forwarded for consideration where appropriate.

2.1.3 Site visit

A site visit to Jindabyne, the surrounding towns and the Jindabyne Sport and Recreation Centre was undertaken on 14 and 15 September 2020. This site visit provided the opportunity to groundtruth the desktop study and gain a more thorough understanding of social infrastructure in the study area.

Key activities during the site visit included:

- Town Centre walkaround with Council officers
- Site inspection of Memorial Hall
- Self-guided walk along the foreshore and through Jindabyne
- Jindabyne Sport and Recreation Centre site visit
- Jindabyne Central School site visit
- Meeting with School Infrastructure NSW and Jindabyne Central School Acting Principal
- Exploration of possible routes between Jindabyne town centre and the proposed new Jindabyne Central School site
- Site visit to East Jindabyne and Tyrolean Village.

2.1.4 Enquiry by Design workshops

A series of Enquiry by Design workshops were held during the project. These workshops brought together key decision makers from State Government agencies, local council representatives and the consultant team of technical specialists.

Enquiry by Design workshops are a collaborative process to bring together multiple stakeholders for design outcomes. They allow for the testing of design and development ideas based on a comprehensive understanding of local issues, opportunities and constraints. Through this process, ideas were explored and developed with the right experts in the room to determine the best options for the Snowy Mountains SAP.

The schedule of workshops was as follows:

Date	Workshop	Intent of workshop
17-20 August 2020	Strategic Framework workshops	This series of short workshops helped the team identify key priorities for each technical discipline. These informed the Enquiry by Design workshops.
27-29 October 2020	Jindabyne Enquiry by Design workshop	This workshop focussed on design in and around Jindabyne town centre.
29-30 October 2020	Sport and Education precinct Enquiry by Design workshop	This workshop focussed on the existing Sport and Recreation Centre site, to be the site for the sport and education precinct in the SAP.
10-12 November 2020	Alpine resorts and tourism destinations Enquiry by Design workshop	This workshop focussed on the alpine resorts and associated year-round tourism opportunities.
8 December 2020	Integration workshop	This workshop brought together the design outputs from the previous workshops and ensured they work together for a coherent strategy for the SAP.

2.2 Assumptions and limitations

The following assumption and limitations should be noted:

- The findings of the needs analysis in this report, and the recommendations resulting from it have been used to inform the Master Planning process, including the Enquiry by Design workshops and outputs of these that inform the Structure Plan. A summary of how the recommendations have been implemented is provided in the Structure Planning package.
- The assessment is based on desktop review and analysis of publicly available information, plus information provided by DPIE and the results of targeted stakeholder engagement.
- Baseline population and population projections were developed by the Economics Study consultants, The CIE, and are based on current understanding of SAP parameters. Other demographic data is taken from the 2016 ABS Census, obtained via desktop research, and referenced where this is the source.
- NSW Government departments (NSW Health and School Infrastructure NSW) will test the findings for school and health infrastructure inputting the population projections developed by The CIE to their models.

Relationships with other technical studies in the above list are noted, in particular the following:

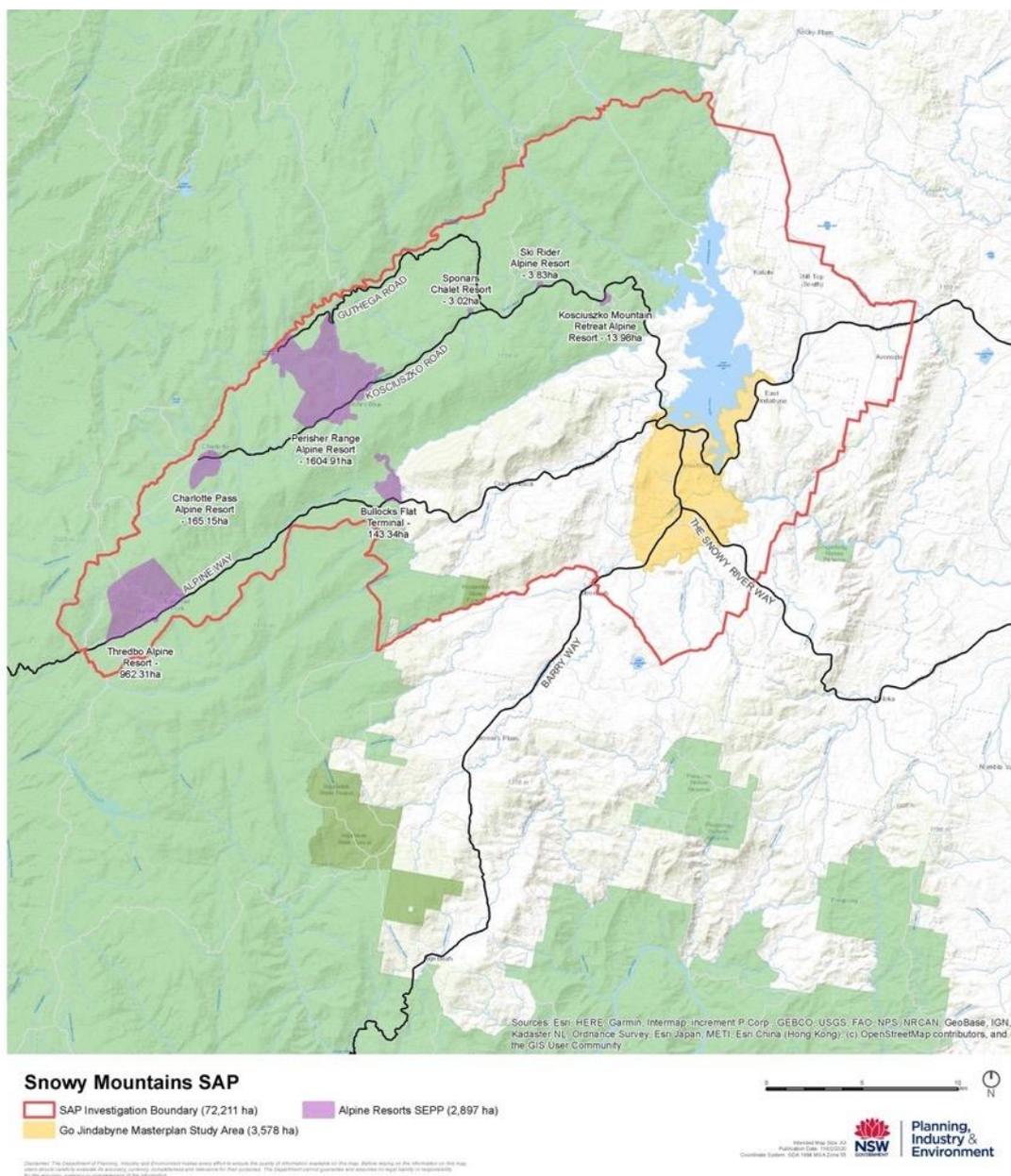
- Sport Infrastructure Study, undertaken by DHW Ludos
- Public Realm Study, undertaken by Jensen Plus
- Aboriginal Cultural Heritage Assessment, undertaken by Ozark.

3 Regional and local context

3.1 Study area

The investigation area for the Snowy Mountains SAP is 72,211 hectares, shown on the map below by the red outline. It is located within the Snowy Monaro Regional Council local government area, in south-eastern NSW. The investigation area centres on the town of Jindabyne, located just over two hours' drive from Canberra, and incorporates land from the Kosciuszko National Park, including the alpine ski resorts shown in purple on the map below.

Figure 3.1: Study area for the Snowy Mountains SAP



The region is connected primarily by road via the Snowy Mountains Highway and the Monaro Highway.

The study area includes Jindabyne township and surrounding communities, high visitation areas of the Kosciuszko National Park (Thredbo, Perisher, Charlotte's Pass, Bullocks Flat Terminal, Kosciuszko Mountain Retreat Alpine Resort, Sponars Alpine Resort and Ski Rider Alpine Resort).

The main economic activity in the Snowy Monaro region is tourism, contributing over \$500 million to the regional economy each year. The Snowy Mountains welcomes an average of more than 519,000 visitors annually. Both visitor and permanent resident populations are expected to continue to grow considerably, creating increased demand for community services, infrastructure, development capacity and urban amenity.

The traditional custodians of the Snowy Monaro Regional Council area, including the study area, are the Monero-Ngarigo Aboriginal people. The boundaries of the Monero-Ngarigo extended from the western slopes of the coastal ranges to the eastern side of the Kosciuszko plateau and further north, between the coastal ranges and the mountains on the banks of the Murrumbidgee River. The tribal boundaries also included the peaks of Mount Kosciuszko and the Snowy ranges².

3.1.1 Local centres

Jindabyne

The central town of Jindabyne is located 180 kilometres southwest of Canberra, 65 kilometres from Cooma, and approximately 460 kilometres southwest of the Sydney CBD.

Jindabyne townsite covers 3,578 hectares, including the town centre, surrounding communities of East Jindabyne, Tyrolean Village, rural residential estates south of the town centre, and Lion and Cub Islands on Lake Jindabyne.

Jindabyne is a service town to the alpine resorts of the Snowy Mountains, with its economy highly dependent on regional tourism. It provides a hub of accommodation, restaurants, cafés, services and easy access to the alpine villages. The urban centre of Jindabyne is located on the southern edge of Lake Jindabyne, with East Jindabyne approximately 10 kilometres away on the eastern side of the lake.

Jindabyne is currently disjointed and disconnected from Lake Jindabyne, lacking high-quality public space and character. There are substantial opportunities within Jindabyne to improve connectivity, activate and better utilise the waterfront, design best practice open space and recreation areas, expand accommodation offerings, and diversify the tourism offerings and year-round activities.

Alpine villages

The high-visitation areas, or alpine villages, are located within Kosciuszko National Park and cover an area of 2,897 hectares. The areas consist of the three major alpine resorts (Thredbo, Perisher and Charlotte Pass) as well as Bullocks Flat Terminal, Kosciuszko Mountain Retreat Alpine Resort, Sponars Alpine Resort, and Ski Rider Alpine Resort. These alpine villages are the primary tourism destinations in the region, and the source of many local and regional jobs.

The resorts experience stress in winter months, primarily related to access and connectivity, safety, congestion and parking. It is acknowledged there are opportunities for summer tourism to be expanded, within the constraints of their location within the Kosciuszko National Park.

² Ozark Aboriginal Heritage Assessment Report: Snowy Mountains Special Activation Precinct

Cooma

Cooma is not located within the study area, but is a relevant centre located 65 kilometres and (45 minutes' drive) from Jindabyne. It is the largest town in the Snowy Mountains Region, and is the services and administrative hub for the area. The Cooma-Snowy Mountains airport is located approximately 14 kilometres southwest of Cooma.

3.2 Economic context

The study area's economy is highly dependent on regional tourism. 'Accommodation and food services' is by far the greatest employment industry in the Jindabyne-Berridale region, making up 32.3% of total employment and generating 1,465 jobs.

Following Accommodation and food services, the top industries for employment in the study area are:

- Arts and recreation services (16.9%)
- Education and training (7.2%)
- Retail trade (5.7%).

3.2.1 Tourism

Tourism accounts for more than half of the local economy, contributing over \$500 million to the regional economy each year. The Snowy Mountains hosts an average of more than 519,000 visitors annually.

Tourism to the Snowy Mountains region reached a record high in 2019 with 1.72 million visitors, the majority of whom were domestic overnight visitors (59%). Overnight stays have recorded strong growth over the past five years, increasing by 7.6% per annum on average.³

According to Destination NSW⁴, the Snowy Mountains is regional NSW's number 11 region for domestic day trip visitors, and number 11 for expenditure. In 2019, there were 959,500 domestic overnight visitors to the Snowy Mountains (down 5.7% on the previous year), who spent \$706 million (down 0.4%). The average length of stay in the region was three nights, and average spend per night was \$246.

In 2019, the region accounted for 3.5% of visitors, 3.3% of nights and 4.9% of expenditure in regional NSW. Most visitors to NSW came for the purpose of a holiday (73%).

Sydney was the largest source market for visitors to the region (38%), followed by regional NSW (35%) and ACT (13%).

Visitors come to the Snowy Mountains for snow sports during the winter and for activities such as bushwalking, fishing, mountain biking and events during the non-snow season⁵. The region is characterised by a marked seasonality in tourism, with the Snowy Mountains having the highest level of seasonality in Australia, and the lowest average occupancy in Australia⁶.

Growing the tourism market and evening out the seasonality of visitors is a core focus for the Snowy Mountains SAP.

³ <https://www.tourisminvestment.com.au/en/investment-opportunities/Regional-Australia/snowy-mountains--new-south-wales.html>

⁴ <https://www.destinationnsw.com.au/wp-content/uploads/2020/04/snowy-mountains-fact-sheet-ye-dec-19.pdf>

⁵ Snowy Monaro Destination Management Plan, 2019.

⁶ The CIE, Final Economic Context Report, 2020.

3.3 Policy context

A summary of the key strategic planning documents relevant to social infrastructure is provided below. A detailed overview of relevant planning strategies and policies is provided at Appendix D.

3.3.1 State Government

3.3.1.1 South East and Tablelands Regional Plan 2036

The South East and Tablelands Regional Plan 2036 (the Plan) sets the overarching strategic direction for the region and outlines four goals:

- Goal 1: A connected and prosperous economy
- Goal 2: A diverse environment interconnected by biodiversity corridors
- Goal 3: Healthy and connected communities
- Goal 4: Environmentally sustainable housing choices.

The Snowy Mountains SAP is well aligned to the goals and directions contained within the Plan. The Plan presents a framework that supports future growth and informs infrastructure and services investment.

Of direct relevance to the SAP is Direction 3 (under Goal 1) 'to develop the Snowy Mountains into Australia's premier year-round alpine destination' by the following actions:

- 3.1 Enhance opportunities for visitation and recreation on the Snowy River by improving access and signage
- 3.2 Develop a Visitor Economy Strategy for the Snowy Mountains
- 3.3 Investigate opportunities for improved access to the Snowy Mountains through flexible transport options, improved connections through existing transport modes, and air travel.

In addition, under Goal 3, Direction 21 'to increase access to health and education services' and Direction 22 to 'build socially inclusive, safe and healthy communities', are also key aims for the future population of the Snowy Mountains SAP.

The South East and Tablelands Regional Plan 2036 also has Local Government Narratives. For the Snowy Monaro LGA, the priorities are to:

- Protect the unique alpine environment including scenic landscape qualities, acknowledging it as a cornerstone of the area's visitor economy
- Recognise Cooma as a strategic centre, particularly in the winter months when the population swells
- Enhance community access to jobs, goods and services by improving connections.

3.3.1.2 NSW Premier's Priority for Greener Public Spaces

The NSW Premier's Priorities identify ambitious targets put in place with the aim to enhance the quality of life for people living in NSW. They have been set to deliver on the NSW Government's key policy priorities which are:

- A strong economy
- Highest quality education
- Well-connected communities with quality local environments



- Putting customers at the centre of everything the Government does
- Breaking the cycle of disadvantage.

One of these priorities is the Premier’s Priority for Greener Public Spaces. The headline target for this Priority is to “increase the proportion of homes in urban areas within 10 minutes’ walk of quality green, open and public space by 10% by 2023”.

The NSW Government is committed to “delivering a network of welcoming and inclusive public spaces to create connected communities where people love to live”⁷. Quality green, open and public space are places are important to everyone. They support the community’s health and wellbeing, environmental resilience and prosperous local economies.

Public spaces are all places that are publicly owned, or of public use, accessible and enjoyable by all for free and without a profit motive including:

- Public open spaces: active and passive (including parks, gardens, playgrounds, public beaches, riverbanks and waterfronts, outdoor playing fields and courts, and publicly accessible bushland)
- Public facilities: libraries, museums, galleries, civic/community centres, showgrounds and indoor public sports facilities.
- Streets: streets, avenues and boulevards, squares and plazas, pavements, passages and lanes, and bicycle paths.

Quality public space for the purposes of this Priority does not include:

- Schools and critical infrastructure, waterways, cemeteries, shopping centres and businesses.

Under the Priority, a NSW Public Spaces Charter (Draft)⁸ has been prepared by DPIE. The Charter has been developed to support the planning, design, management and activation of public spaces in NSW. It identifies ten (draft) principles for quality public space, developed through evidence-based research and discussions.

Section 8.2.2 (Open space and recreation benchmarks) refers to this Premier’s Priority and utilises NSW Government guidelines to define benchmarks under which the needs assessment is tested.

3.3.1.3 Go Jindabyne Masterplan

The Go Jindabyne Masterplan (the Masterplan) was initiated in 2019 to establish a vision for future development in Jindabyne and the surrounds, including proposed land use zone amendments.

Insights and feedback received through community engagement and technical studies highlighted the need to extend thinking beyond Jindabyne’s town centre to consider the wider region, given that Jindabyne is directly impacted by activities in the region. As a result, the Masterplan was partially completed and now informs the development of the Draft Master Plan for the Snowy Mountains SAP.

Go Jindabyne Community Statement

The Go Jindabyne Community Statement captures the values and insights shared by Jindabyne (Jindy) locals. It covers Jindabyne community positions on:

- Place – local economy, tourism, town centre, community hub, Aboriginal culture and design
- Landscape – Lake Jindabyne, public space and recreation

⁷ <https://www.nsw.gov.au/premiers-priorities/greener-public-spaces>

⁸ https://www.dpie.nsw.gov.au/_data/assets/pdf_file/0006/327732/Draft-NSW-Public-Spaces-Charter.pdf

- Built form – urban design, height and density
- Land Use – housing choices, youth and education, healthcare and aged care
- Movement – walking and cycling, public transport and seasonal congestion.

Some of the ideas for making Jindabyne ‘even greater’ captured through this statement are:

- Provide for Jindabyne’s employment land needs
- Connect the town to Lake Jindabyne
- Design a walkable alpine town centre
- Activate the Lake Jindabyne waterfront
- Improve housing choices and affordability
- Develop community and education precinct
- Improve streetscapes and manage congestion
- Create an aged care and health precinct
- Provide waterfront access and open space at East Jindabyne.

What Jindabyne means to locals:

- A unique natural setting with a distinct climate and seasons (39%)
- Home – a safe and friendly town (25%)
- A town that offers a balanced and healthy lifestyle (19%)
- A strong and connected community (17%).

What Jindabyne means to visitors:

- Activities related to the mountains (34%)
- Vacation and holiday experiences (32%)
- A relaxed and stress-free getaway (18%)
- Experiencing the four seasons (16%).



Jindabyne Vision and Principles

The Jindabyne Vision and Principles was to be used to guide the development of the Go Jindabyne Masterplan and the relevance of it carries through to the Snowy Mountains SAP project. It includes statements such as:

“Jindabyne isn’t just a place to visit – even more so these days it is a place to live”

and

“Although ever-evolving, adapting, growing and changing, Jindabyne continues to stay true to its long-held values of country charm, connectedness and community.”

Apart from outlining the tourism opportunities for Jindabyne, some focus points for local Jindabyne residents include:

“A diversified sport and recreation industry, a thriving arts and cultural hub and a growing network of innovative professionals and businesses leverage all that Jindabyne has to offer while complementing the alpine and rural setting of the region. Jindabyne’s strengthening health and education sectors retain and attract young and old, making Jindabyne a place for everyone, at every stage of life.”

The 10 principles contained within the document outline the principles for the future Jindabyne.

1. Jindabyne is a **multimodal and connected town**, with pedestrian links, cycle routes, sustainable transport alternatives, improved road safety, and better managed congestion and car parking, which together, enhance mobility around town and access to the mountains and other towns in the area.
2. Jindabyne is an **accessible community** that supports ageing in place, with access to healthcare and aged care facilities to meet the needs of people of all ages and abilities.
3. Jindabyne’s unique alpine environment continues to support **year-round tourism and sustainable activities**, particularly by protecting natural areas, enhancing access to Lake Jindabyne, activating its waterfront and adopting renewable energy.
4. Jindabyne has **accessible and modern** community, arts and culture, recreation and education **facilities**, including new opportunities for tertiary education.
5. Jindabyne’s **housing choices** are affordable and cater for a variety of household types that are suitable for residents, seasonal workers and short-term visitors.
6. Jindabyne’s **built form** is respectful, sustainable and enhances the town’s alpine character and country town charm.
7. Jindabyne’s **employment lands** provide opportunities for established and emerging businesses, which assist with business attraction and retention, supports more jobs and fosters a diversified, year-round economy.
8. Jindabyne has a **united, vibrant and safe town centre** where locals and visitors can gather, supported by public spaces, mixed uses and walkable streetscapes.
9. Jindabyne has **high quality public open spaces** that are co-located with community facilities, as well as local walking and cycling trails that connect the town to surrounding trails in the region.
10. Jindabyne’s **Aboriginal culture and heritage** is recognised and celebrated throughout the town.



Go Jindabyne Social Infrastructure Assessment

Through the Go Jindabyne Masterplan a Social Infrastructure Assessment was undertaken by AECOM. It should be noted that the scope for this assessment was not as broad as the scope for this social infrastructure study. The scope for Go Jindabyne was limited to Jindabyne and prepared under the existing population projections. By contrast, this study considers a wider geographical area and conclusions are drawn as a result of population projections of the projected increased population of residents, seasonal workers and visitors.

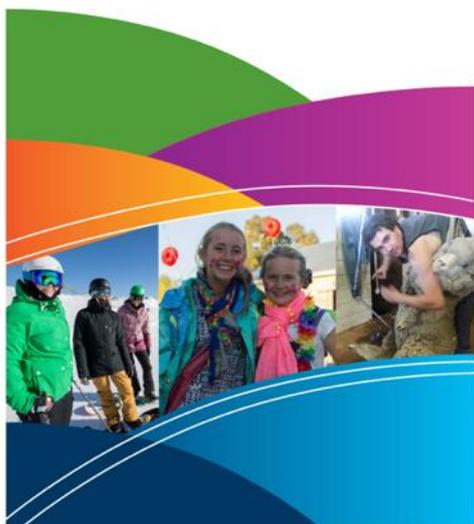
Regardless, it is worth noting the findings of the study and testing them through this process. The study found that “Jindabyne is well serviced for a town of its size in Australia as it is a service hub for a wider area, however, there is some misalignment with the services provided and the requirements of core demographics”.

AECOM's recommendations were to:

- Retain Jindabyne Central School in the town centre with an option for joint-use school and public library
- Develop a new community hub in the Jindabyne town centre with option for a co-located public library
- Upgrade the Memorial Hall
- Upgrade the connection between sports facilities and the Jindabyne town centre
- Develop a residential aged care facility; and
- Improve open space accessibility.

3.3.2 Local Government

3.3.2.1 Snowy Monaro 2040 Community Strategic Plan



The *Snowy Monaro 2040 Community Strategic Plan* provides a strategic roadmap for the community to help guide and direct the community's priorities and decision making, to deliver the best outcomes for communities.

The Snowy Monaro Region's vision is to be *“a welcoming community offering a quality lifestyle, beautiful natural environment and is a place of opportunity.”*

The four key themes and outcomes are:

- Community – our communities are welcoming, inclusive and safe; our lifestyle needs are actively considered and planned for; and opportunities exist to enhance our health and social wellbeing.
- Economy – we are a vibrant and prosperous community providing opportunities for growth and learning.
- Environment – our iconic natural environment and heritage are preserved and enhanced for future generations, whilst balancing the needs for regional development and growth.
- Leadership – we have contemporary civic leadership and governance that fosters trust and efficiency.

For social infrastructure provision within the SAP, relevant strategies include:

Community

- Quality health and wellbeing services that support the changing needs of the community through all stages of the lifecycle are provided through government and non-government organisations.
- High-quality community support and residential aged care services are available and accessible to residents across the region.
- Recreation, sporting and leisure facilities encourage all ages to live an active and healthy lifestyle.
- Youth of the region are engaged and supported to reach their maximum potential.
- Our culturally diverse heritage is preserved and celebrated for the richness it brings to our regional identity.

- Support and promote the arts, recognising the broad and diverse contributions they make to community identity, economy and wellbeing.
- Develop, maintain and promote safe spaces and facilities that are enabling, accessible and inclusive for all.
- Positive social behaviours (including law and order) are fostered and encouraged to maintain our safe, healthy and connected community.

Economy

- Advocate for and promote education and lifelong learning opportunities.
- Promote and provide access and spaces where people can learn and connect.

Leadership

- Our community has multiple opportunities to be consulted and engaged in the development of plans, services and policies.
- Our community is empowered to fully participate in shaping the future of our region.

3.3.2.2 Snowy Monaro Local Strategic Planning Statement 2020

The *Snowy Monaro Local Strategic Planning Statement 2020* is designed to act as an overarching strategic planning document that links the South East and Tablelands Regional Plan to local planning documents such as the Local Planning Strategies, Local Environmental Plans and Development Controls Plans.

The Local Strategic Planning Statement identifies a vision for the next 20 years and 12 core planning priorities for the region to achieve the vision:

20 Year Vision Statement

"By 2040 the Snowy Monaro will be a region of five key growing towns and many villages all of which will have their own distinct character reflected in their diverse landscape settings, architecture, community and recreation facilities and main streets. Tourism, agriculture and forestry will continue to provide the foundation for the region's prosperity supported by the protection of our unique scenic landscape and biodiversity.

Innovation and forward thinking will characterise our community as we adapt to the changing world through nurturing new and emerging industries and capitalising on renewable energy generation championed by Snowy 2.0. Our region will be better connected and more accessible than ever before and will enhance the benefits of wider regional connections, especially to surf, snow and city.

The Snowy Monaro will be a desirable region for people of all ages to live, offering an unmatched regional lifestyle in a picturesque and unique landscape."



It also outlines a five town plan for Cooma, Jindabyne, Bombala, Berridale and Michelago. The defining theme for Jindabyne is to develop it as a tourism and adventure hub.

It states that:

“The future Jindabyne must embrace the lake and recreational nature of this great asset. Connections to Lake Jindabyne are of utmost importance to the community and integrating this with the operations of Snowy Hydro is vital to the town’s prosperity. Providing more recreational spaces and facilities around the lake, along with recreational activities on it will help to progress a year round tourism offering for Jindabyne.”

For the eastern shore villages of Tyrolean Village, East Jindabyne and Kalkite, many are concerned the close community networks and peri-urban lifestyle is being eroded by new development. The community wants to see development in keeping with the character of the region, enhanced access to Lake Jindabyne, connectivity, trails and better open space connections.

3.3.3 Other relevant strategies and plans

Snowy Monaro Regional Council has developed a suite of strategies, master plans and policies to guide the future of the region, including Jindabyne and the alpine villages. These include:

- Snowy Monaro Regional Economic Development Strategy 2018-2022
- Snowy Monaro 2040 Community Strategic Plan
- Snowy Monaro Youth Strategy 2019-2022
- Disability Inclusion Action Plan 2017-2021
- Snowy Monaro Local Strategic Planning Statement
- The Future Provision of Residential Aged Care in the Snowy Monaro Region 2018-2028
- Snowy River Playground Strategy
- Snowy Monaro Regional Council Heritage Strategy 2020-2023 (draft)
- Jindabyne Open Space and Recreational Land Use Strategy 2007
- Jindabyne Masterplan
- Jindabyne Action Plan 2030
- SMRC Delivery Program 2018-21
- SMRC 2020-2021 Operational Plan.

A detailed review of the local and regional strategies and plans for Jindabyne, the alpine villages, Snowy Monaro Regional Council and the wider South East and Tablelands Region are included in Appendix D.

4 Demographic profile

4.1 Baseline population characteristics

The study area sits within the Snowy Monaro LGA. However, it is noted that from a population perspective, the study area is a comparatively small portion of the LGA. For a more accurate representation of the current demographic profile, Australian Bureau of Statistics (ABS) Jindabyne-Berridale Statistical Area Level 2 (SA2) data (2016) is reflected in the below overview wherever possible.

It is acknowledged there are some shortcomings in the data available, due to the Census process and the high numbers of seasonal residents and workers in the study area. Anecdotally, consultation suggested the population statistics from the most recent Census may not accurately reveal the true number of seasonal workers that visit the area throughout winter, and therefore may underrepresent the true population peak.

As the study progresses there will be more detailed modelling undertaken by CIE through the Economics Study. This will allow greater insight into the impact of seasonal populations, and take into account the parameters being developed through the strategic SAP process.

4.1.1 Total population

The total population for the Jindabyne-Berridale SA2 in 2016 was 7,077. Of these, 53.6% were male and 46.4% were female. Aboriginal and Torres Strait Islander people made up 1.3% of the population.

Snowy Monaro LGA has seen a small average annual growth rate since 2016 of 0.3%, compared with the NSW state average of 1.5%. However, within the Council area, Jindabyne-Berridale SA2 experienced the greatest population growth with an average annual growth rate of 0.7%.

4.1.2 Age profile

The median age in the Jindabyne-Berridale SA2 is 39, compared to 38 in NSW and Australia. Children aged 0-14 years made up 18.0% of the population, and people aged 65 years and over made up 12.9% of the population.

Table 4.1 Age profile

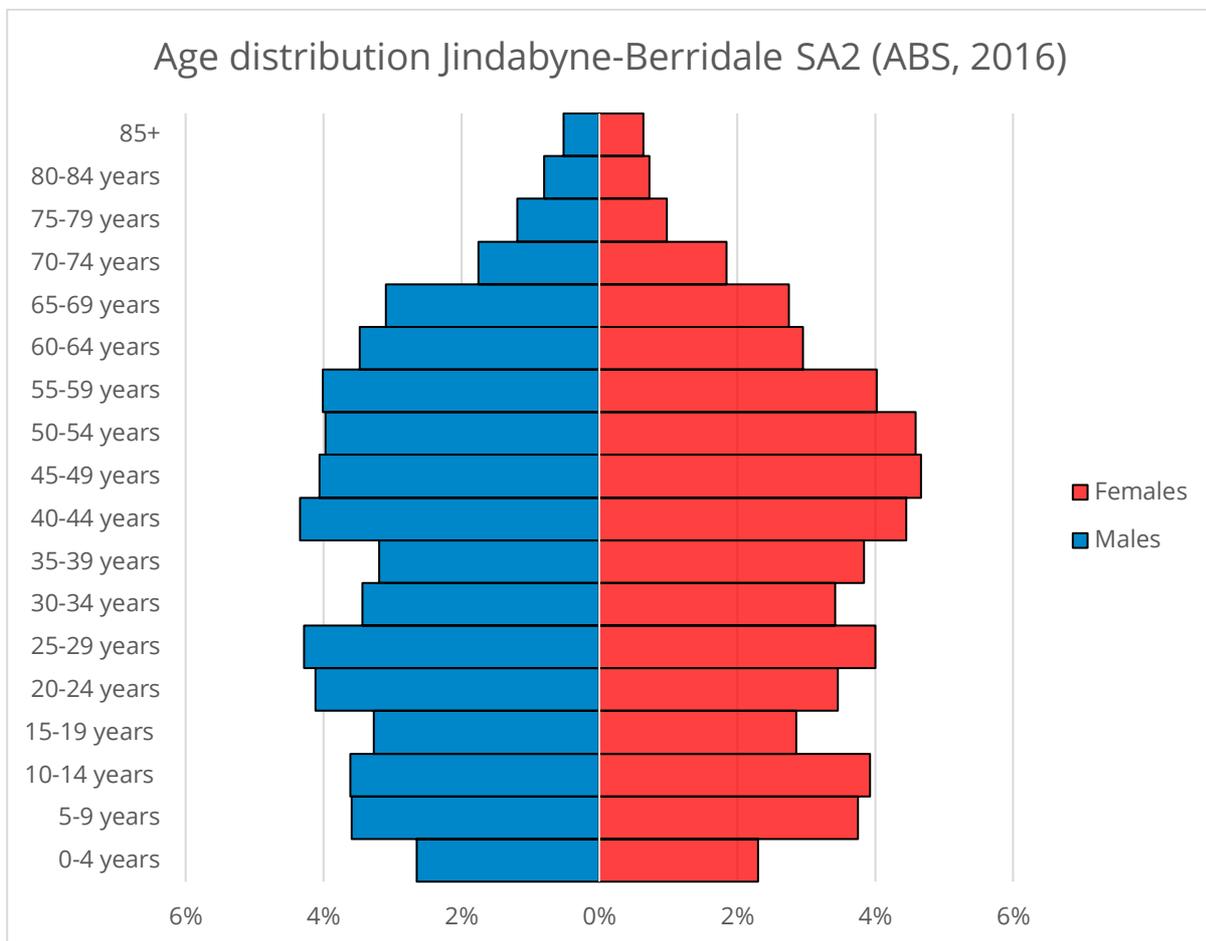
Age group (years)	Jindabyne-Berridale SA2 (%)	Snowy Monaro LGA (%)	Regional NSW (%)
Babies and pre-schoolers (0-4)	4.5	4.7	6.2
Primary school (5-9)	6.6	6.3	6.4
Upper primary to lower high school (10-14)	6.8	6.1	5.9
Upper high school (15-19)	5.6	5.8	6.0
School leavers/training (20-24)	6.9	5.3	6.5
Young workforce (25-34)	13.8	11.0	14.2

Parents and homebuilders (35-49)	22.0	19.6	20.0
Older workers and pre-retirees (50-59)	15.0	15.3	12.8
Empty nesters and retirees (60-69)	11.2	13.2	10.7
Seniors (70-84)	6.5	10.3	8.9
Frail aged (85+)	1.1	2.3	2.2

Source: quickstats.censusdata.abs.gov.au

The age-sex distribution below shows an ageing population, with overrepresentation in the older working age group and retirement age adults. It can be seen that there are lower numbers in late teenage years, perhaps reflecting the tendency for these age groups to leave the area for further training and work opportunities.

Figure 4.1: Age distribution of Jindabyne-Berridale SA2



4.1.3 Visitor population

On Census night there were 6,449 people⁹ located in Jindabyne-Berridale for whom it was their usual place of residence. There were 12,833 people who were visiting the area from outside the statistical area. This demonstrates the impact of the visitor population during the peak season as the Census is undertaken in winter (August).

4.1.4 Families and households

Of the families in Jindabyne-Berridale SA2, 43.4% were couple families with children, 43.2% were couple families without children and 12.4% were one parent families. There is a relatively higher number of families without children compared with the NSW average.

Table 4.2 Housing type

Household type	Jindabyne-Berridale SA2 (%)	Snowy Monaro LGA (%)	NSW (%)
Couple family without children	43.2	45.9	36.6
Couple family with children	43.4	39.3	45.7
One parent family	12.4	13.8	16.0
Other family	1.1	1.0	1.7

Source: quickstats.censusdata.abs.gov.au

4.1.5 Housing

Of occupied private dwellings in Jindabyne-Berridale SA2 72.2% were separate houses, 9.1% were semi-detached, row or terrace houses, townhouses etc, 9.9% were flats or apartments, and 2.0% were other dwellings.

There was a high proportion of unoccupied dwellings in the Jindabyne-Berridale SA2 on Census night. Of the occupied private dwellings, 5.8% had one bedroom, 17.0% had two bedrooms and 39.9% had three bedrooms. The average number of bedrooms per occupied private dwelling was 3.2. The average household size was 2.4 people.

⁹ This number differs from the total population number available via the ABS. This is likely due to respondents not answering this question in some cases.

Table 4.3 Housing types

Housing type	Jindabyne-Berridale SA2 (%)	Snowy Monaro LGA (%)	NSW (%)
Separate house	72.2	85.2	66.4
Semi-detached, row or terrace house	9.1	4.6	12.2
Flat or apartment	9.9	5.5	19.9
Occupied dwellings	68.8	75.9	90.1
Unoccupied dwellings	31.2	24.1	9.9

Source: quickstats.censusdata.abs.gov.au

Of occupied private dwellings in Jindabyne-Berridale SA2 (noting occupancy was 68.8% on Census night) 33.2% were owned outright, 31.7% were owned with a mortgage and 28.4% were rented.

These proportions are roughly the same as the NSW state average. It is likely that the missing percentages are related to the alpine ski villages in the study area being an 'other' type of housing ownership.

Table 4.4 Housing ownership type

Housing ownership type	Jindabyne-Berridale SA2 (%)	Snowy Monaro LGA (%)	NSW (%)
Outright owned	33.2	38.9	33.2
Owned with mortgage	31.7	30.8	32.3
Rented	28.4	25.0	31.8

Source: quickstats.censusdata.abs.gov.au

4.1.6 Education

30.7% of people were attending an educational institution. Of these, 26.2% were in primary school, 19.0% in secondary school and 13.1% in a tertiary or technical institution. These numbers are roughly in line with NSW state averages.

The numbers this equates to are:

- 111 in preschool
- 605 in primary school
- 436 in secondary school
- 149 in technical or further education institution
- 155 in university or tertiary institution
- 56 in other.

Table 4.5 Education participation

Current education	Jindabyne-Berridale SA2 (%)	Snowy Monaro LGA (%)	NSW (%)
Preschool	5.1	4.9	5.7
Primary school	27.6	26.1	26.2
Secondary school	19.8	19.1	20.1
Technical institution	6.8	6.2	6.2
University or tertiary institution	7.1	6.9	16.2
Other	2.5	2.0	2.7

Source: quickstats.censusdata.abs.gov.au

For people aged 15 years and over in Jindabyne-Berridale SA2, 15.0% reported having completed year 12 as their highest level of education, 24.1% had completed Certificate III or IV, 9.8% had completed an advanced diploma and 17.6% a bachelor's degree or above. This represents a lower level of tertiary education than the state average for NSW.

Table 4.6 Highest level of educational attainment

Highest level of educational attainment	Jindabyne-Berridale SA2 (%)	Snowy Monaro LGA (%)	NSW (%)
Bachelor degree and above	17.6	14.9	23.4
Advanced diploma/diploma	9.8	8.4	8.9
Certificate III/IV	24.1	21.1	14.8
Year 12	15.0	12.9	15.3
Year 11	3.1	3.5	3.3
Year 10	9.6	12.7	11.5
Year 9 or below	4.7	8.3	7.4
No educational attainment	0.1	0.3	0.9
Not stated	12.3	14.6	10.3

Source: quickstats.censusdata.abs.gov.au

4.1.7 Employment

There were 3,974 people who reported being in the labour force in the week before Census night in Jindabyne-Berridale SA2. Of these 64.3% were employed full time, 28.4% were employed part-time, and 1.8% were unemployed.

The study area has low levels of unemployment, at 1.8% in 2016 (ABS, 2016), compared with 6.3% as the NSW state average. CIE analysis showed that there was no evidence of seasonality in this level of unemployment. However there may be underemployment during the non-winter months due to overall reduced economic activity¹⁰.

Table 4.7 Employment status

Employment status	Jindabyne-Berridale SA2 (%)	Snowy Monaro LGA (%)	NSW (%)
Full-time employed	64.3	60.9	59.2
Part-time employed	28.4	30.1	29.7
Employed, away from work	5.4	5.7	4.8
Unemployed	1.8	3.3	6.3

Source: quickstats.censusdata.abs.gov.au

Of employed people in Jindabyne- Berridale SA2, 8.7% worked 1 to 15 hours, 8.5% worked 16 to 24 hours and 50.2% worked 40 hours or more, indicating over half were working more than full-time.

4.1.8 Labour force

The most common occupations in Jindabyne-Berridale included:

- Managers 19.2%
- Technicians and trades workers 15.3%
- Community and personal service workers 13.7%
- Professionals 12.4%
- Labourers 11.7%
- Sales workers 10.2%
- Clerical and administrative workers 10.1%
- Machinery operators and drivers 5.5%.

4.1.9 Income and disadvantage

In Jindabyne-Berridale SA2 in 2016, the median household weekly income was \$1,397 and median personal weekly income was \$761. These figures are higher than the average in Snowy Monaro LGA. It is notable that the median personal income in Jindabyne-Berridale SA2 is higher than the NSW state average, however the median household income is lower.

¹⁰ The CIE, Final Economic Context Report

Table 4.8 Median weekly income levels

Median weekly income	Jindabyne-Berridale SA2	Snowy Monaro LGA	NSW
Median personal income	\$761	\$675	\$664
Median household income	\$1,397	\$1,200	\$1,486

Source: quickstats.censusdata.abs.gov.au

A slightly lower proportion of households earn less than \$650 gross income per week compared with the NSW state average. This is less than the 2016 national minimum wage of \$672.70 per week. There are fewer households (11.9%) earning over \$3,000 gross weekly income, compared with 18.7% of NSW households and 16.4% of Australian householders. This is consistent with the types of occupations in the area related to tourism, hospitality and accommodation.

Table 4.9 Household income

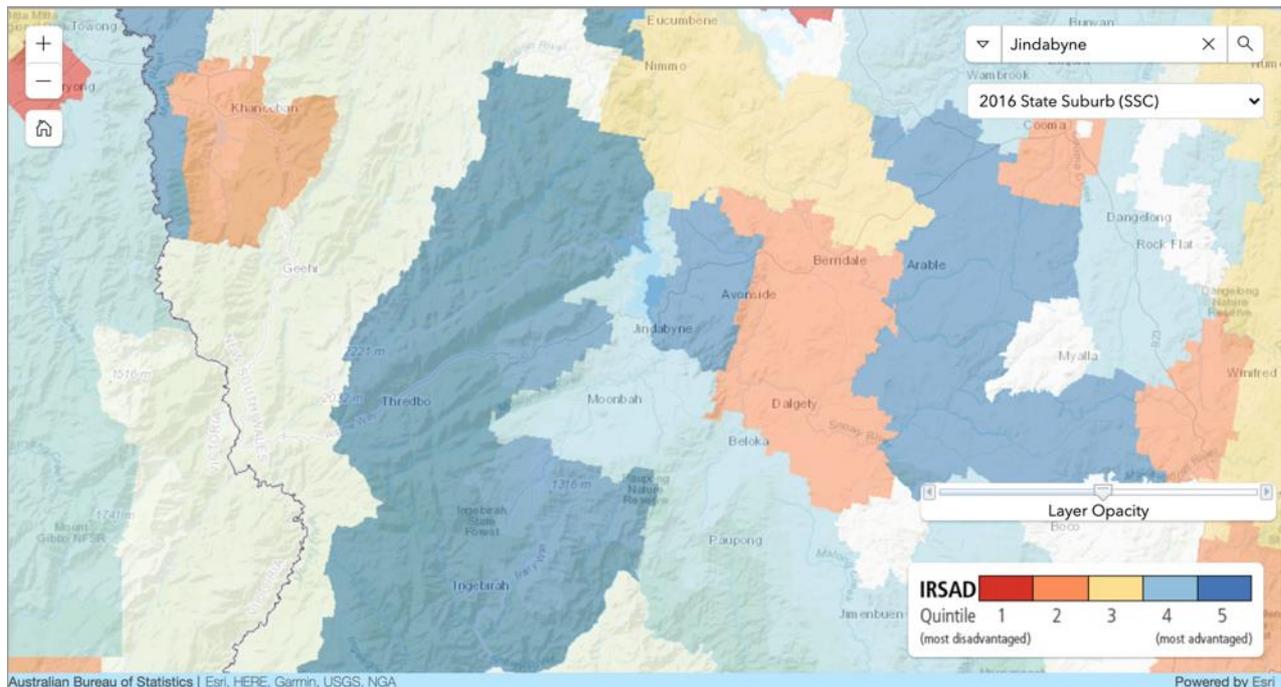
Household income	Jindabyne-Berridale SA2 (%)	Snowy Monaro LGA (%)	NSW (%)
Less than \$650 gross weekly income	18.9	24.2	19.7
More than \$3000 gross weekly income	11.9	10.1	18.7

Source: quickstats.censusdata.abs.gov.au

The SEIFA index is used as a measure of relative socioeconomic advantage and disadvantage. This index summarises key economic and social information about people and households within a defined area and is derived from Census variables. A low rank is represented by deciles 1 to 3, and indicates an area of higher relative socioeconomic disadvantage. A high rank is represented by deciles 7 to 10 and represents areas of least disadvantage.

In 2016, Jindabyne-Berridale had a score of 1034 and a decile rank of 7 both within Australia and NSW. This indicates the study area is relatively advantaged. Figure 4.2 below shows the distribution of the index of relative socio-economic advantage and disadvantage, and shows the area around Jindabyne and around the alpine resorts is in the highest quintile (most advantaged).

Figure 4.2: SEIFA scores in and around the Snowy Mountains SAP study area



Source: Distribution of the Index of Relative Socio-economic Advantage and Disadvantage (IRSAD) SEIFA scores

In Jindabyne suburb, 88 people, or 2.2% of the population, required assistance with day-to-day tasks¹¹. This data was not available at the SA2 level. By comparison, 6.3% of people in regional NSW require assistance with core activities. As such, there is a lower proportion of people requiring assistance in Jindabyne compared with the state average.

4.1.10 Culture and language

The majority of people in the Jindabyne-Berridale SA2 (77.3%) were born in Australia. The most common countries of birth other than Australia were England 3.7%, New Zealand 1.6%, Germany 0.7%, Canada 0.6% and Taiwan 0.5%. A lower proportion than the NSW average identified themselves as being of Aboriginal or Torres Strait Islander descent (1.3%).

Most people (85.8%) only spoke English at home. Other languages spoken at home included German 1.2%, Mandarin 0.6%, French 0.5%, Italian 0.4% and Thai 0.3%.

The most common ancestries in Jindabyne-Berridale SA2 were Australian 30.4%, English 28.2%, Scottish 8.6%, Irish 8.5% and German 3.7%.

The largest proportion described themselves as having No Religion (38.1), followed by Catholic (20.1%), Anglican (17.3%), Not stated (12.2%) and Uniting Church (3.4%). Christianity was the largest religious group reported overall (53.5%) (as a proportion of response other than 'Not stated').

¹¹ <https://profile.id.com.au/snowy-monaro/assistance?WebID=150>

Table 4.10 Cultural background

Cultural background	Jindabyne-Berridale SA2 (%)	Snowy Monaro LGA (%)	NSW (%)
Aboriginal or Torres Strait Islander	1.3	2.2	2.9
Born in Australia	77.3	77.3	65.5
English only spoken at home	85.8	85.4	68.5
Households where a non-English language is spoken	6.1	6.6	26.5

Source: quickstats.censusdata.abs.gov.au

4.1.11 Community participation

In 2016, 24.6% of Jindabyne-Berridale SA1 reported participating in volunteer work through an organisation or group. This is higher than the NSW average of 18.1%, and the Australian average of 19%, but similar to the participation rate in the Snowy Monaro LGA of 25.8%. This suggests that people living in the region are more likely to get involved in community organisations on a volunteer basis.

Fewer people aged 15 years and over reported caring for a person with a disability, long term illness or problems due to old age (8.8%). This compares with 11.4% in the Snowy Monaro LGA and 11.6% across NSW – a slightly lower proportion than the regional and state averages.

There is a relatively high proportion of people carrying out domestic duties in Jindabyne-Berridale (72.2%) compared with NSW (67.7%).

4.2 Key demographic trends

4.2.1 Multiple population groups

The study area is characterised by several populations:

- Permanent residents
- Seasonal residents that own property and occupy it while on holidays
- Seasonal workers that come to work, mostly in the winter season
- Visitors that stay in tourist accommodation.

4.2.2 Seasonal population

The extreme seasonality of tourism to the area in the winter months impacts on visitor numbers, seasonal residents and seasonal workers. It is difficult to capture these exact numbers due to the nature of the ABS Census being a one-night snapshot. However, the scale of the visitor numbers recorded on Census night indicates the visitor population in the area was roughly double that of the resident population.

4.2.3 Uneven age distribution

The age distribution of the Jindabyne-Berridale SA2 area shows the proportion of people in their 30s (particularly males in their later 30s) is lower than might be expected. When compared to the NSW state

average, there are fewer 0-4 year olds (4.5% compared to 6.2% for NSW), more 10-14 year olds (6.8% vs 5.9% for NSW), and more 50-59 year olds (15% vs 12.8% for NSW). The proportion of over 70 year olds is lower than the NSW average.

Overall, the age distribution is somewhat uneven, perhaps influenced by visitors present on Census night.

4.2.4 Youth out-migration

There are slightly lower proportions of population in the late teenage years and early working years when compared to the NSW state average. This reflects the tendency for these age groups to leave the area for further training and work opportunities.

4.2.5 Fewer people participating in tertiary education

There are fewer people participating in tertiary education in the area (7.1%) compared to the NSW state average (16.2%). This may reflect the fact that there are currently no tertiary institutions in the area.

4.2.6 Low levels of unemployment

With an unemployment rate of 1.8% (compared to the NSW average rate of 6.3%), unemployment is not a significant issue for the study area (at least on Census night, which is in peak tourist season). However, underemployment outside of the tourism season may be an issue due to overall reduced economic activity.

4.2.7 Comparative socio-economic advantage

The study area is relatively advantaged in comparison to the surrounding areas within the Snowy Monaro LGA, and compared with regional NSW generally. Median personal weekly incomes are higher in the Jindabyne-Berridale SA2 (\$761) than Snowy Monaro LGA (\$675) or NSW (\$664). This is also reflected on the SEIFA index, where the area has a fairly high decile rank of 7 (with 7-10 representing areas of least disadvantage).

4.2.8 Cultural diversity

The study area has a high proportion of Australian-born, English-speaking people, and a lower than average proportion of Aboriginal and Torres Strait Islander people. 77.3% of people in the Jindabyne-Berridale SA2 were born in Australia. Over 85% of people only spoke English at home.

5 Existing social infrastructure

An audit of social infrastructure was undertaken to understand current provision, locations and potential gaps. The audit draws on information available via desktop research, including cross-checking previous studies, and stakeholder consultation (see Appendix A for the Stakeholder Engagement Plan and Appendix B for stakeholder engagement findings).

Jindabyne is the main community hub within the investigation area, and most of the social infrastructure and community services are located in and around the town. Jindabyne also relies on Cooma for social infrastructure, particularly higher-level medical care and community services. There is a desire within Jindabyne to have more social infrastructure available within Jindabyne, and reduce reliance on Cooma for some of these services.

The audit suggests an increased population from the development of the SAP will place additional demands on resources in the area that are, in many cases, already stretched. This is particularly the case for schools, emergency services and health services. Youth services and aged care services are lacking.

Plenty of open space and recreation facilities are available, but there is a need to focus on increasing the quality of the spaces provided. The planned sport and education precinct at the Jindabyne Sport and Recreation Centre will be a valuable addition to the facilities available in Jindabyne for residents and visitors alike.

The fluctuating population, including seasonal workers and visitors, adds an additional layer of complexity to planning social infrastructure. Typically, social infrastructure is viewed as a facility and service for local resident populations. However, the investigation area has a high number of seasonal workers who will use social infrastructure, and tourists who may need access to social infrastructure while in the region, particularly healthcare and emergency services.

5.1 Overview of existing social infrastructure

Services and facilities were mapped to assess location, proximity, service catchments and coverage. They are shown in the relevant sub-sections of this chapter.

Figures 5.1 and 5.2 provide an overview of the location of social infrastructure in the study area, showing that the majority of social infrastructure is located in and around Jindabyne, with some services (predominantly medical and emergency services) in the villages of Thredbo and Perisher.

Figure 5.1: Overview of social infrastructure and open space in the SAP investigation area

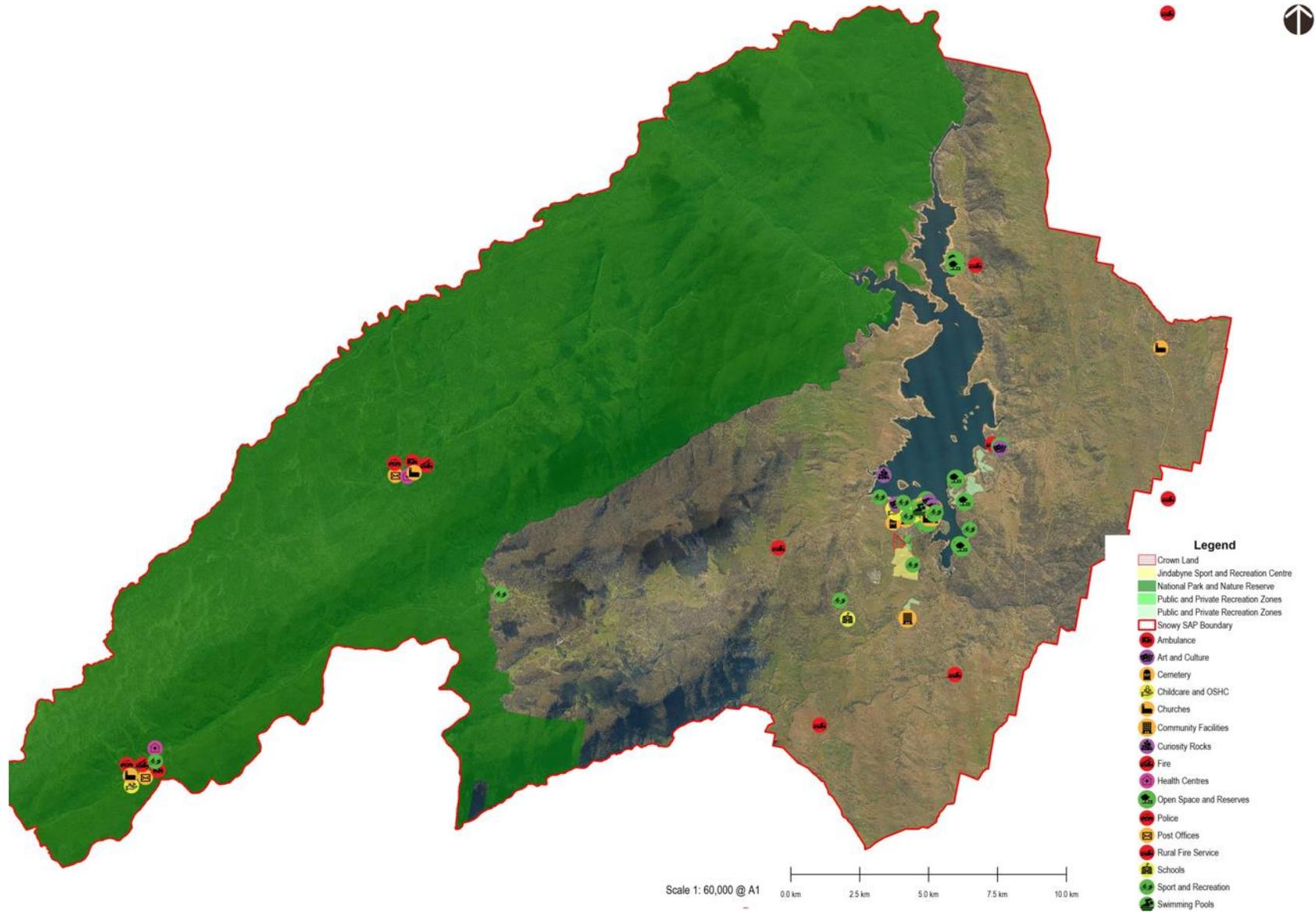


Figure 5.2: Social infrastructure and open space in Jindabyne and surrounds

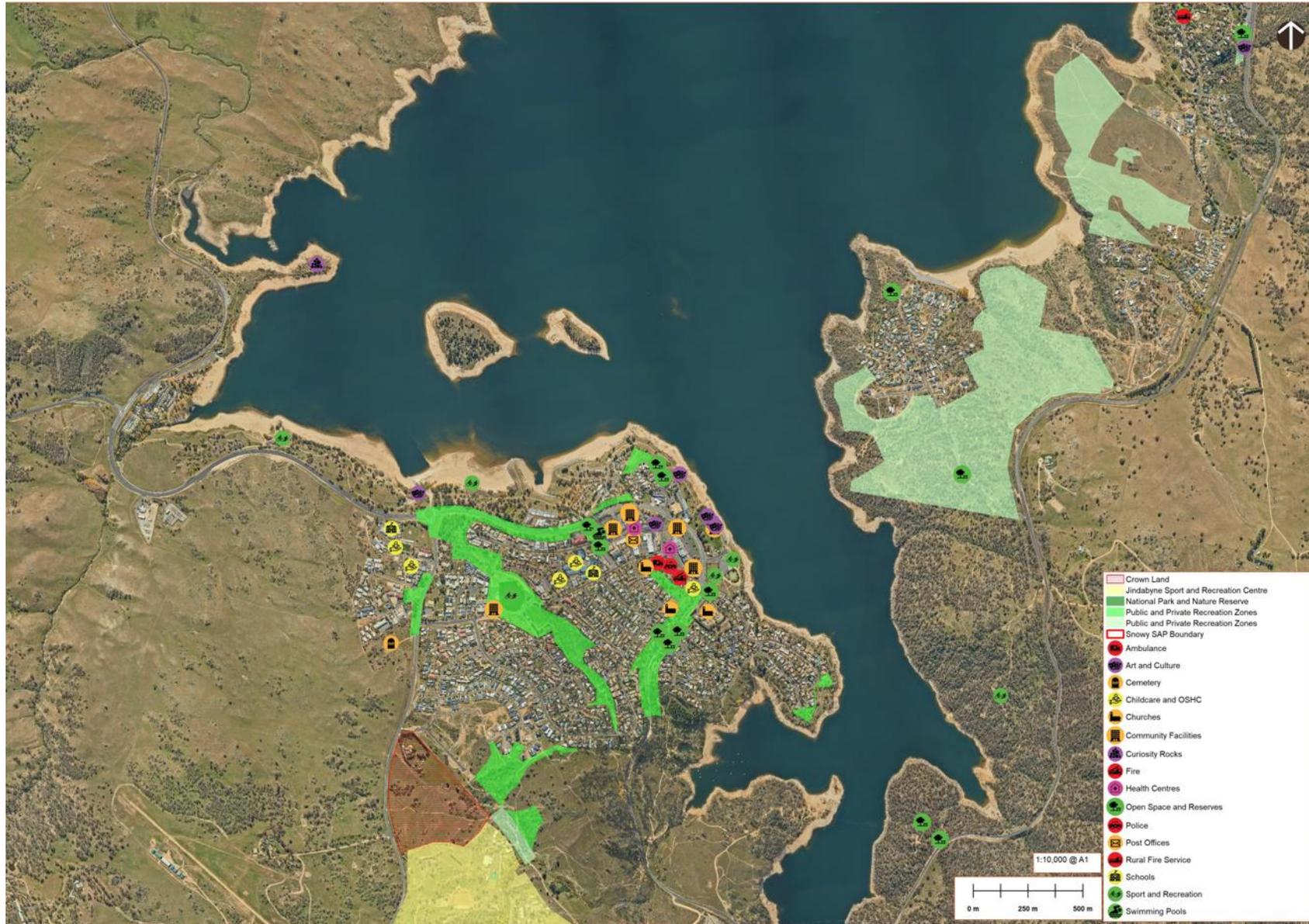


Table 5.1 provides an overview of the number of social infrastructure facilities and services currently located within the study area for the Snowy Mountains SAP.

Table 5.1: Overview of social infrastructure in Snowy Mountains SAP investigation area

Category	Type	Total (approx.)	Total overall (approx.)
Education and childcare	Early childhood centres/preschools	3	9
	Primary schools	2	
	High schools	2	
	Out-of-hours care services	2	
Hospitals and medical facilities	Hospitals	0	4
	Medical/health centres (including winter only)	4	
Emergency services	NSW Police (including winter only)	3	15
	Fire and Rescue NSW (including winter only)	3	
	NSW Rural Fire Service	6	
	NSW Ambulance (including winter only)	2	
	State Emergency Service	1	
Cemeteries	Cemeteries	2	2
	Crematorium	0	
Community centres	Neighbourhood Centre	1	2
	Library (mobile)	1	
Community support services (including disability services)	Formal programs	10	28
	Ad hoc provision	18	
Places of worship	Christian	6	6
Places of cultural significance	Declared Aboriginal Places of significance	1	11
	Other places of significance	10	
Arts and events	Art galleries	2	17
	Sculptures	10	
	Memorials	5	
Sporting facilities	Sporting ovals	2	7
	Indoor sporting courts	3	
	Swimming pool	2	
Parks and open space	Playgrounds	9	16

	Ovals	2	
	BMX tracks	3	
	Skate parks	2	
Total			117

5.2 Existing social infrastructure

5.2.1 Education and childcare

Currently, tertiary education is provided in Cooma through Country Universities Centre (CUC) Snowy Monaro, and there are no tertiary institutions located in Jindabyne. A building at the Jindabyne Sport and Recreation Centre originally used for TAFE is no longer used.

Jindabyne is serviced by two K-12 schools – Jindabyne Central School (public) and Snowy Mountains Grammar School (private). Both schools have out-of-hours school care available. Both schools report being at or above capacity in terms of available space. Both schools also experience increased enrolments over the winter season due to the influx of workers to alpine areas and winter skiers.

Jindabyne Central School currently has 23 permanent buildings on site and 21 demountable buildings to cater for the numbers enrolled in the school. The long-term pattern over the last 10 years has been for growth in student numbers. However, there has been a slow decline in enrolments over the last 12-18 months.

Snowy Mountains Grammar School has a boarding facility for students in years 7-12 that operates year-round. The boarding program encourages outdoor sport and activity as a supplement to academic learning. Snowy Mountains Grammar School also hosts an Elite Snowsports Academy (ESA) through the winter months.

In addition to two local schools in Jindabyne town, Redlands (which has its main campus in Sydney, NSW) hosts an annual residential winter sports program in term three. This program is open to students in years 7 to 10, and enables them to develop their skills in skiing and snowboarding alongside their academic studies. The campus is located approximately 10 minutes' drive south of Jindabyne town.

There are three early learning centres in the SAP area. Two are located within Jindabyne, and one at Thredbo. A mobile preschool services Jindabyne two days a week, utilising a local hall.

Table 5.2: Education and childcare facilities

Type	Name	Town	Capacity
Tertiary	TAFE NSW Cooma	Cooma	N/A
	Country Universities Centre Snowy Monaro	Cooma	N/A
Primary and Secondary	Jindabyne Central School (K-12)	Jindabyne	801 ¹²
	Snowy Mountains Grammar School (K-12)	Jindabyne	331 ¹³
	Redlands High Winter School (7-10)	Outskirts of Jindabyne	-
Early learning centres	Gidgilly Early Education and Care Centre (includes Jindabyne Preschool)	Jindabyne	59
	Snowy Mountains Care and Early Learning Centre	Jindabyne	56
	Thredbo Early Childhood Centre	Thredbo	29
Preschool	Monaro Mobile Preschool (Tuesdays and Wednesdays)	Jindabyne	30
Out-of-hours school care	Jindabyne Central School (run by Snowy Mountains Care and Early Learning Centre)	Jindabyne	27
	Snowy Mountains Grammar School	Jindabyne	28

The upgrade of Jindabyne Central School has been identified as a priority by the NSW Government and the school community. While plans were announced to upgrade facilities at Jindabyne Central School, including the addition of a community library, these plans are currently on hold while the SAP process is underway. Options are being considered to determine the best location and educational outcomes for the students and teachers at Jindabyne Central School.

¹² Current enrolments at Term 3, 2020 – 407 primary, 394 secondary. Official numbers with permanent buildings only are 497 students. Demountable buildings have increased capacity.

¹³ Current enrolments at Term 3, 2020.

Figure 5.3: Jindabyne Central School



5.2.1.1 Consultation findings

Tertiary education

Stakeholder consultation indicated the lack of tertiary education and jobs in the local area mean school leavers depart the area to pursue further education. It was also stated CUC Snowy Monaro in Cooma does not seem to appeal to youth or school leavers.

Additional traineeships may also entice youth to remain in the area. These could be offered through Snowy Hydro, or through future tourist locations.

Both TAFE NSW and Canberra University are interested in locating within the future sport and education precinct at the Jindabyne Sport and Recreation Centre.

TAFE NSW

- Has progressed plans to establish a Connected Learning Centre (CLC) providing flexible course delivery at the Jindabyne Sport and Recreation Centre. This facility would enable up to 21 students and two staff members on site at peak times. Enrolment predictions show an increase from 73 to 178 in the opening year, through to 312 students four years after the CLC opening.
- Is flexible regarding courses that might be offered. It is expected there would be demand from the health, wellbeing and community services, construction, business and tourism sectors.

Canberra University

- Is interested in having a presence in the education precinct and is primed to progress discussions to further this concept. They are interested also in exploring sharing facilities with TAFE NSW for efficiency.
- Has an existing relationship with Snow Sport Australia and NSWIS. A memorandum of understanding is being developed between University of Canberra and Snowsport Australia.
- Courses offered would focus on events and tourism, sport science and exercise management.
- Digital connectivity and IT infrastructure upgrades are crucial to successfully delivering courses through the CLC.

Secondary and primary education

Both Jindabyne Central School (JCS) and Snowy Mountains Grammar School report being over capacity and lacking space for playgrounds, ovals and teaching. Both schools experience increases in enrolment over the winter months as families relocate for the snow season.

Lack of affordable housing impacts on attracting skilled teaching staff to the area. Residents often have a nine month lease, meaning they lack housing security over the winter season. More housing options for workers in service industries need to be made available to adequately serve the future population.

Jindabyne Central School

- The future location of JCS is a topic of considerable interest for the study, with possible locations including the current site (with upgrades/development) or an alternative site closer to the Jindabyne Sport and Recreation Centre.
- Educational outcomes are key.
- School community do not want to make the school a 'sports' school, but to keep in mind the needs of all students.
- School does not want to split K-12, unless the size of the school is such that it would provide better educational outcomes with two campuses.
- Safety of young kids is paramount – this needs to be taken into consideration with location near a potential tertiary precinct.
- Ease of accessibility is important – for parents and for after-school activity and work.
- Community and school perception is that facility upgrades for the school are overdue. The current development application would cover the needs.

Snowy Mountains Grammar School

- SMGS has developed a Campus Master Plan to cater for its growing population and increasing demand for student places within the school. Design concepts exist and are subject to approval. The plans include additional learning areas, gym and fitness facilities, multi-purpose courts and sports field, café, technology upgrades and community shared-use facilities (courts).
- SMGS have expressed the desire to purchase land on the western side of the school that is currently owned by NSW Ambulance.

School Infrastructure NSW

- School Infrastructure has detailed models available to plan for school service requirements, and will need to analyse population projections developed through the project. They are undertaking their own process in parallel to the Special Activation Precinct process to deliver a new school in Jindabyne within appropriate timeframes.

Early childhood education and out-of-school-hours care

Community representatives have reported increasing demand for out-of-school-hours care year-round, but particularly in winter.

The mobile preschool that visits Jindabyne is at capacity, as are the early childhood centres. Stakeholders reported there are waiting lists for spaces in early childhood centres.

5.2.2 Hospitals and medical facilities

Jindabyne is serviced by a health centre and a medical centre in town. The nearest hospital is located in Cooma, approximately 45 minutes' drive from the town centre. Perisher and Thredbo are also serviced by medical centres during the winter season (from the June to October long weekend).

Table 5.3: Medical facilities

Name	Town	Services	Capacity
Cooma Hospital	Cooma	<ul style="list-style-type: none"> – 24 hour accident and emergency – Renal – Oncology – Alcohol and drug care – Geriatric assessment 	41 beds
Snowy River Health Centre	Jindabyne	<ul style="list-style-type: none"> – General practice – Emergency treatment room including x-ray – Visiting specialists in paediatrics, orthopaedics, sports medicine, and plastic and reconstructive surgery – Pathology – Allied health – chiropractor, physiotherapy, pathology, skin cancer, immunisations, community midwife, dietician, occupational therapy, podiatry, counselling, speech therapy and women's health – Community health 	<ul style="list-style-type: none"> – 5 GPs – Emergency treatment room
Snowy Mountains Medical Centre	Jindabyne	<ul style="list-style-type: none"> – General practice – Acute injury management (including diagnosis and treatment of fractures), x-ray, antenatal care, immunisations, child health, skin checks and pathology. 	<ul style="list-style-type: none"> – 5 GPs – Acute injury management
Perisher Valley Medical Centre (run by Snowy Mountains Medical Centre)	Perisher Valley	<ul style="list-style-type: none"> – General practice – Acute injury management including x-ray – Physiotherapy – Emergency management 	7 days a week during winter season
Thredbo Medical Centre (run by Snowy Mountains Medical Centre)	Thredbo	<ul style="list-style-type: none"> – General practice – Acute injury management 	7 days a week during winter season

The Snowy River Health Centre is a newly built, state of the art clinic that co-locates GPs and allied health professionals. It opened in May 2018. Allied services are provided on a part-time basis on regular days and times during the month.

Figure 5.4: Snowy River Health Centre



Prior to the Snowy River Health Centre being built, community health services were located in a different location that is now referred to as the Old Community Health Centre. This site is currently being used for COVID-19 drive-through testing.

There is also a general practice in Berridale, just outside the study area.

The closest hospital with a 24-hour accident and emergency department is located at Cooma with 41 beds. This is where trauma patients are taken, and where ambulances often take patients needing further treatment. Cooma Hospital is currently undergoing an \$18.6 million redevelopment to provide an expanded emergency department, new maternity department, new ambulatory care centre, expanded medical imaging department and improve inpatient unit areas.

More specialised care is offered at the Canberra Hospital located approximately 2 hours' drive from Jindabyne.

5.2.2.1 Consultation findings

- Local medical professionals report general practice services are over capacity in peak winter season, and it is difficult to find additional staff to meet the demand. These stakeholders also report the need for a Level 2-3 hospital in the area as a priority.
- Canberra is the referral centre for cardiac, trauma and stroke, but it is beyond the 90 minute response capacity. Therefore, Cooma is relied on for these cases.
- NSW Health state that Cooma Hospital currently provides sufficient care for the region, and there are no current plans to provide emergency health services in Jindabyne. NSW Health have detailed models to

plan for service requirements, and will need to analyse population projections developed through the project.

- The new Cooma accident and emergency department was opened in 2020. Redevelopment works have paused, and are likely to recommence in October, depending on COVID-19.
- Stakeholder engagement revealed there is a lack of mental health support, and these services are needed in the area.
- As for teaching staff, a lack of affordable housing impacts on attracting skilled health workers to the area. Residents often have a 9 month lease, meaning they lack housing security over the winter season. More housing options for workers in service industries need to be made available to adequately serve the future population.
- Future development resulting in an increase in population, and an increase in adventure sports (resulting in more injuries), will see health needs increase as well.

5.2.3 Emergency services

The study area is well serviced by emergency services including NSW Ambulance, NSW Police, Fire and Rescue NSW (FRNSW), NSW Rural Fire Service (NSW RFS) and NSW State Emergency Service (NSW SES). Coverage is provided year-round in Jindabyne, and in the ski resorts of Thredbo and Perisher during the winter months.

All emergency services reported an increase in the number of incidents over the winter season, with the increase in population having a direct impact. Other factors influencing demand for services include Snowy Hydro 2.0 and bushfire season.

Table 5.4: Emergency services (including ambulance)

Name	Address	Capacity	Notes
Ambulance	8 Thredbo Terrace, Jindabyne	<ul style="list-style-type: none"> – 4 FTE + 1 relief staff – 0800-1900 – Monday to Friday – On-call after hours 	<ul style="list-style-type: none"> – Building in need of refurbishment or upgrade
	Perisher Ski Resort, Perisher Valley	<ul style="list-style-type: none"> – 3 FTE – 0900-1700 – 7 days – On-call after hours 	<ul style="list-style-type: none"> – Open during winter season (June to October long weekend)
Police	14 Thredbo Terrace, Jindabyne	<ul style="list-style-type: none"> – 8 FTE + 8 seconded in winter – 0800-1200 in summer – 24 hours in winter 	<ul style="list-style-type: none"> – Planned knock-down. New facility to be built on current site
	Thredbo Village, Thredbo	<ul style="list-style-type: none"> – 6 staff 	<ul style="list-style-type: none"> – Open during winter season (June to October long weekend) – Upgrade planned on current site
	Ski Tube Station, Ski Tube Building Rd Perisher Valley	<ul style="list-style-type: none"> – 6 staff 	<ul style="list-style-type: none"> – Open during winter season (June to October long weekend)

			<ul style="list-style-type: none"> – Upgrade planned on current site
Fire and Rescue	10 Thredbo Terrace, Jindabyne	<ul style="list-style-type: none"> – 16 part-time staff – On call 24/7 – 2 trucks 	<ul style="list-style-type: none"> – FRNSW responsible for built-up areas – Responsible for HAZMAT incidents and urban search and rescue
	Perisher Ski Resort, Kosciuszko Rd, Perisher Valley	<ul style="list-style-type: none"> – 10 part-time staff – 24/7 year round – 5 full time staff through winter – 2 trucks, including all terrain – Skidoo – Quad bikes 	<ul style="list-style-type: none"> – FRNSW responsible for built-up areas – Access to ski fields provided by all-terrain vehicles
	1 Friday Dr, Thredbo Village, Thredbo	<ul style="list-style-type: none"> – 18 part-time staff – 2 trucks – On call 24/7 	<ul style="list-style-type: none"> – FRNSW responsible for built-up areas – First responder station for other services
Rural Fire Service	Wollondibby-Kosciuszko Rd, Thredbo Valley	<ul style="list-style-type: none"> – 40 volunteers – 1 brigade – On-call 	<ul style="list-style-type: none"> – RFS responsible for rural fire districts beyond the towns – Part of Monaro Rural Fire Service
	Jacarry Rocks, 8013 The Snowy River Way, Jindabyne	<ul style="list-style-type: none"> – 35 volunteers – On-call – 3 appliances 	<ul style="list-style-type: none"> – RFS responsible for rural fire districts beyond the towns – Part of Monaro Rural Fire Service
	Jerrara Dr, East Jindabyne	<ul style="list-style-type: none"> – 24 volunteers – On-call – 2 appliances 	<ul style="list-style-type: none"> – RFS responsible for rural fire districts beyond the towns – Part of Monaro Rural Fire Service – New brigade station is planned
	Ingebirah Brigade – 3 stations (Gullies Rd, Abington Park and Ingebirah)	<ul style="list-style-type: none"> – 56 volunteers – On-call – 5 appliances 	<ul style="list-style-type: none"> – RFS responsible for rural fire districts beyond the towns – Part of Monaro Rural Fire Service
	Cooma-Monaro Fire Control Centre, Cooma	<ul style="list-style-type: none"> – Fire Control Centre 	<ul style="list-style-type: none"> – Fire Control Centre for Monaro Rural Fire Service, supported by satellites in Berridale and Bombala
State Emergency Service	1 Bagg St, Jindabyne	<ul style="list-style-type: none"> – Volunteer staff – On-call 24/7 	

Emergency services are supported by neighbouring stations and brigades in the event of an emergency where there is no capacity in the region. This is particularly the case for large bushfire events and road incidents.

The largest nearby centre for emergency services outside the study area is Cooma, which has a Fire Control Centre (run by the RFS), Fire and Rescue, Ambulance and Police stations, and State Emergency Service.

Figure 5.5: Fire and Rescue NSW Station, Thredbo



Figure 5.6: NSW Police Station, Jindabyne



5.2.3.1 Consultation findings

General comments

- Demand for emergency services increases in line with population. Snowy Hydro 2.0 is also driving an increase in demand due to potential increases in fires and motor vehicle accidents.
- Winter is the peak time for motor vehicle accidents, increasing demand on emergency services. Summer tourism is increasing in numbers and brings additional incidents, including an increase in mountain biking incidents.
- According to emergency service providers, the road from East Jindabyne is slow and can lead to slow emergency response times. FRNEW estimates if a bridge was built across the lake, response times would be cut by 5 minutes.
- Emergency services have mixed responses to site co-location, with some agencies preferring their own standalone site due to specific needs. There may be efficiencies in sharing some facilities, such as training rooms and carparking, and being located in close proximity, but not within the same building.
- Telecommunications networks are problematic and not reliable, impacting on communications in incident response.

Fire

- RFS and FRNSW report being comfortably at capacity. Significant growth in population would be an issue in meeting demand.

- FRNSW require a new and bigger station with 24/7 crew.
- RFS require updated facilities and newer appliances.

Police

- NSW Police have needs met through current development proposals for upgraded stations in Jindabyne, Thredbo and Perisher.

Ambulance

- Jindabyne ambulance station requires an upgrade and is beyond capacity.
- NSW Ambulance have land located within the Snowy Mountains Grammar School site. However, it is preferred to seek an alternative site for the upgraded facilities.
- Mountain areas provide ambulance response time and case time challenges, and there is need for specialist equipment.

5.2.4 Aged care

Residential aged care is currently not provided in the study area. The closest aged care facilities are located in Berridale and Cooma.

Table 5.5: Aged care facilities in the wider region

Name	Address	Capacity	Notes
Snowy River Hostel	7 Jindalee St, Berridale	<ul style="list-style-type: none"> – 13 permanent resident aged care beds – 1 respite 	<ul style="list-style-type: none"> – Run by Snowy Monaro Regional Council
Monaro Retirement Villas	7 Fachin Ave, Cooma	<ul style="list-style-type: none"> – 12 units 	<ul style="list-style-type: none"> – Retirement units – Private facility
	1 Brown Close, Cooma	<ul style="list-style-type: none"> – 7 units 	<ul style="list-style-type: none"> – Retirement units – Private facility
Sir William Hudson Memorial Centre	8 Fachin St, Cooma	<ul style="list-style-type: none"> – 72 beds – Palliative care – Non-dedicated respite 	<ul style="list-style-type: none"> – Nursing home – Community-based
Yallambee Lodge	1 Binalong St, Cooma	<ul style="list-style-type: none"> – 40 residential care places – 5 cottages, up to 8 residents in each – Palliative care 	<ul style="list-style-type: none"> – Run by Snowy Monaro Regional Council – Suitable for higher needs

The report *The Future Provision of Residential Aged Care in the Snowy Monaro Region 2018 – 2028* found facilities within the Snowy Monaro Region operate at a high occupancy. It found there is a future need for more beds in Cooma, Jindabyne and Berridale. It recommends land be acquired in Jindabyne to develop a community-based facility and suggests a 40-place service would meet medium-term need, and provide a facility of sustainable scale. The report further suggested the need for a purpose-designed facility catering for residents with ‘severe and challenging behaviours’ to be co-located at Yallambee Lodge, Cooma.

5.2.4.1 Consultation findings

- The need for aged care in Jindabyne was established through the Go Jindabyne master planning process and reiterated in consultation with Council in this study.
- At the moment, people who need or choose to live in aged care facilities have to move to Berridale or Cooma.
- Snowy Monaro Regional Council Officers advised that elderly people in Jindabyne are generally active and require lower-level care than may be the case elsewhere.

5.2.5 Cemeteries

Within the SAP area, there are two cemeteries managed by Snowy Monaro Regional Council. Jindabyne Cemetery is located within Jindabyne township, and Moonbah Catholic Cemetery is 12 kilometres from Jindabyne.

Snowy Monaro Regional Council have columbariums available for the interment of ashes at a number of cemeteries throughout the region, including Jindabyne Cemetery.

The closest crematorium to the study area is located in Canberra. There were plans for a private company to establish a crematorium in Cooma, however these plans are currently on hold.

5.2.5.1 Consultation findings

- The Jindabyne Cemetery has plenty of capacity available, and is currently using approximately one third of its capacity.
- Snowy Monaro Regional Council reports fewer people are choosing to be buried, and it is unlikely there will be a need for any additional cemetery land in the future, even with a population increase.

5.2.6 Community support services

Neighbourhood centre

The Snowy Mountains Neighbourhood Centre in Jindabyne plays a key role in the wellbeing and support of Jindabyne and surrounding communities. The Neighbourhood Centre is a not-for-profit association managed by a volunteer committee, run by a part-time paid coordinator and volunteers. It provides:

- Library services, and a traveller's swap library
- Free internet and Wi-Fi
- Study hub and exam centre
- Justice of the Peace services
- Information and leaflet bank
- Community support and advocacy
- A place for service organisations to use
- A meeting place for community groups
- Affordable room hire and office support services.

The Neighbourhood Centre is located in the same building as the Visitor Centre and is open 12pm to 5pm Monday to Friday, and until 7pm on Tuesday. The floor area of the space is 50 square metres. Stakeholder engagement (see Section 7) found the Neighbourhood Centre is operating beyond the capacity of the current space and staffing.

The Neighbourhood Centre acts as a central place to connect residents with a range of referral pathways, and collaborates with businesses and service organisations to meet community needs. The following 18

businesses and services have used the space at the Neighbourhood Centre over the past 18 months to service community needs:

- Cooma Challenge
- Salvation Army Employment Plus (second and last Thursday of the month)
- Pathways/SMART Recovery
- St Vincent de Paul (every Tuesday 10am-12pm)
- Monaro Early Intervention Service
- Jindabyne Chamber of Commerce
- Southern Cross Driver Training
- Community Drug Action Team
- The Disability Trust/Workability
- NDIS
- TAFE (for exams)
- Microsoft
- Suncorp
- Jindabyne Family Counselling
- One Door Mental Health
- Southern Region Business Enterprise Centre
- Family Support Services (FaCS)
- Good Things Foundation/Be Connected seniors IT program.



5.2.6.1 Consultation findings

- The Neighbourhood Centre plays the key role in supporting the social needs of the community and young seasonal workers. It is heavily reliant on volunteers to run and offers a very broad range of services within the budget and space available.
- The Jindabyne community's desire for a multi-use, fit-for-purpose community space has been identified for many years. Multiple stakeholders mentioned that a community centre would provide a central and multi-purpose gathering space to support social activities and bonding. This could include a new community library, heritage centre, youth centre, meeting and business spaces, playground or park, and a formalised community centre.

Community and disability support services

Community support services are largely provided on an as-needed or part-time basis. The Neighbourhood Centre is a focal point where many of these services can be accessed. However, the space is small and presents challenges for service providers.

Services include welfare services and employment services. Further welfare and family services are provided by the Alpine Uniting Church. Although a Council employs a Youth Officer, there is no dedicated space available for youth.

Table 5.6: Community support services

Type	Provided by	Service provided
Community Transport	Snowy Monaro Regional Council	<ul style="list-style-type: none"> - Jindabyne to Cooma shopping bus, once a fortnight - For the aged, disabled and disadvantaged

Home Care Packages	Snowy Monaro Regional Council, subsidised by Australian Government	<ul style="list-style-type: none"> – For people who want to live in their home but need regular support – Services include personal care and support, light housework, meal preparation, shopping, transport, medication support, home maintenance and home modification
Welfare Services	St Vincent de Paul	<ul style="list-style-type: none"> – Through the Neighbourhood Centre weekly – Crisis food assistance, clothing, and emergency assistance with electricity and gas bills
Employment Services	Salvation Army	<ul style="list-style-type: none"> – Through the Neighbourhood Centre fortnightly – Provides job-seekers with training, job search and recruitment services
Youth Services	Snowy Monaro Regional Council	<ul style="list-style-type: none"> – Two youth development officers, one in Jindabyne and one in Cooma – Work in partnership with young people, local services, schools and the YMCA's Youth Projects to develop and deliver opportunities for young people – Predominantly for young people aged 12-17, and 18-24 years – Provide support, referral and advocacy for young people
Disability Services	Snowy Monaro Regional Council	<ul style="list-style-type: none"> – Council provides a range of services for people with disability and their families/carers. This includes meals on wheels, social support, home maintenance, home modification, transport, respite, personal care and domestic assistance – Offered to existing clients of the NDIS, and may also be offered to non-NDIS participants
	The Disability Trust	<ul style="list-style-type: none"> – Provides individual services – NDIS provider – Provides a range of support including life skills training, support coordination, social support, personal care and assistance, employment services and health support
	Cooma Challenge	<ul style="list-style-type: none"> – Provides individual services – NDIS provider and support
Meals on Wheels	Snowy Monaro Regional Council	<ul style="list-style-type: none"> – Meals on Wheels provides healthy, nutritious meals to older people and people with disability within their homes. – Snowy Monaro Regional Council provides Meals on Wheels from its Community Services offices in Berridale, Bombala and Cooma

Jindabyne Op Shop	Alpine Uniting Church	<ul style="list-style-type: none"> Open Monday and Saturday all year, plus Wednesdays in winter. Free sausage sizzle on Saturday mornings. Provides pre-loved goods for sale. Community recycling resource. Wi-fi hot spot with printer available for free public use
Meal service	Alpine Uniting Church	<ul style="list-style-type: none"> Soul Food Community Kitchen. Every Wednesday night in winter, provides free hot meals to those in need. Over 3000 meals were provided in 2019
Food bank	Alpine Uniting Church	<ul style="list-style-type: none"> Through the Op Shop Non-perishable pantry items supplied free to those in need

5.2.6.2 Consultation findings

- Jindabyne is overwhelmed by a lack of services.
- The lack of a suitable, dedicated space for community services in Jindabyne means community services are reluctant to come to the area regularly. Cooma is the service centre, and people are expected to travel there for services. However, this often does not happen.
- Local churches are involved in providing support, and do a great job in supporting the community.
- Drug and alcohol use are an issue through the winter season in particular.
- Mobility around town is difficult, especially for those with mobility issues and prams. In building new facilities, every effort should be made to use inclusive, best practice design that enables all to participate equally.

Youth

- There is a lack of suitable, safe and affordable spaces available for youth to gather in Jindabyne. This leads to problem behaviours and disengaged youth. Drug and alcohol use are an issue in town, with more issues reported in winter months.
- Outdoor spaces such as a basketball court and upgraded skate park are desired by the community.
- The lack of year-round team sport for youth aged 12 and over is an issue.¹⁴
- Council officers report there is need an independent space that youth can use for a variety of purposes (recreation, office services, entertainment, study space, storage, bathroom and laundry). A possible location for this space could be near the police station in Jindabyne, or at the proposed community centre in town, if there is a separate entrance.

5.2.7 Places of worship

In the 2016 Census, 38.1% of people did not identify with a religion. Of those that reported a religious affiliation, this was most commonly Christianity. The churches in the study area reflect this. Churches tend to contribute to the social fabric of the community through community service, and this is particularly evidenced by the involvement of Alpine Uniting Church in community support outlined in Table 5.6 above.

¹⁴ AECOM (2019) Go Jindabyne Social Infrastructure Assessment.

Table 5.7: Places of worship

Name	Address	Town
The Village Anglican Church	Corner Park and Gippsland Street	Jindabyne
St Columbkille's Catholic Church	24 Kosciuszko Road	Jindabyne
Mountain Life Church	Corner Kosciuszko and Hilltop Roads	Jindabyne
Alpine Uniting Church	Gippsland Street	Jindabyne
Mary MacKillop Chapel - Catholic	Crackenback Drive	Thredbo
Our Lady of the Snow - Catholic	Perisher Ski Resort	Perisher

The Anglican church also conducts services at Perisher Alpine Chapel and provides chaplaincy to Perisher and Thredbo Resorts.

5.3 Sporting, open space and recreation

5.3.1 Sporting facilities

Recreation and sport are core activities in the study area for residents and visitors alike. The Jindabyne Sport and Recreation Centre, as a key site in the study area, is described in more detail in Section 5.8.2.

Table 5.8 summarises the formal recreation and sporting infrastructure in the study area.

Table 5.8: Recreation and sporting facilities

Type	Location	Facilities
Sport and recreation centre	Barry Way, Jindabyne	<ul style="list-style-type: none"> - Fitness and indoor sports centre and stadium <ul style="list-style-type: none"> o Basketball, netball, volleyball, indoor soccer, gym, fitness, and indoor rock climbing - Outdoor education facilities - Outdoor floodlit tennis and netball courts - Sports oval - Flat cycling track and mountain biking - Synthetic athletics track - Archery - High ropes course - Barbeque and picnic areas - Multipurpose hall - Recreation hall - Conference centre for up to 40 people - Restaurant/dining - On-site accommodation
Foreshore	Jindabyne foreshore	<ul style="list-style-type: none"> - Owned by Snowy Hydro, managed day-to-day by Council - Banjo Paterson Park - Claypits - Boat ramp
Outdoor education centre	Bungarra Alpine Centre	<ul style="list-style-type: none"> - Lodge accommodation - Summer and winter activities - Curriculum based outdoor education and field trips - 200 acres - Full-size football oval, volleyball court and outdoor initiative centre - Pool tables, table tennis, air hockey and table soccer
Mountain bike parks and BMX tracks	Mill Creek Mountain Bike Park, Jindabyne	<ul style="list-style-type: none"> - Mountain bike tracks
	Bungarra Alpine Centre	<ul style="list-style-type: none"> - 25km of new, professionally-built mountain bike and walking trails - Mountain bike events, skills clinics and retreats - Used by Jindabyne Mountain Bike Club and general public
	Thredbo Mountain Bike Park	<ul style="list-style-type: none"> - 25kms of trail, chairlift accessed gravity trails, skills parks, linked network of cross country trails and pump track
	Lake Crackenback Resort and Spa	<ul style="list-style-type: none"> - 25km mountain bike and bush trails
Bike trails	Pilot Wilderness and Lower Snowy River area	<ul style="list-style-type: none"> - Pilot Wilderness mountain bike ride (53km one way)

	Alpine area trails	<ul style="list-style-type: none"> Alpine area trails – Mount Kosciuszko Summit trail (15.2km return)
	Thredbo area trails	<ul style="list-style-type: none"> Thredbo Valley track, Upper and Lower (18.4km and 16.7km, 35km total) Muzzlewood track (3km one way) Cascade Hut trail (20km return) Boardman’s Run (21km on way)
	Perisher area trails	<ul style="list-style-type: none"> Perisher to Charlotte Pass ride (18km return) Perisher to Guthega trail (18km return) Pipers Creek trail (14km loop)
	Guthega area trails	<ul style="list-style-type: none"> Geehi Reservoir ride (30km one way) Burrungubugge ride (15km loop)
Hiking trails	Pilot Wilderness and Lower Snowy River area	<ul style="list-style-type: none"> Australian Alps walking track (665km)
	Thredbo area	<ul style="list-style-type: none"> Huge array of bushwalking and hiking for all ages and abilities Some of the notable walks include: <ul style="list-style-type: none"> Thredbo to Mount Kosciuszko (13km return) Main Range Track (22km loop) Porcupine Walk (5km) Summit Walk – Charlotte’s Pass to Mount Kosciuszko (18km return) Dead Horse Gap (5km one way) Thredbo River Track (4km one way) Bullock’s Track – via Bullock’s Hut (4.5km) Snowies Iconic (44km, 4 days) Cascade Hut trail (20km return)
	Perisher area	<ul style="list-style-type: none"> Sawpit walk (2km loop) Pallaibo walk (5.5km one way) Waterfall walk (6km loop) Rennix walk (13km return) Rainbow Lake trail (2.5km return) Porcupine walk (5km return) Perisher-Blue Cow walk (8km return)
	Guthega area	<ul style="list-style-type: none"> Illawong walk (5km return) Schlink Hut overnight walk (22km loop)
Shared trails	Lake Jindabyne shared trail network	<ul style="list-style-type: none"> Currently extends to Tyrolean Village and Hatchery Bay Recreation trail system that can cater for a range of recreational activities including walking, jogging, cycling and dog walking

		<ul style="list-style-type: none"> – Main trails are around the foreshore within Jindabyne, East Jindabyne and Tyrolean Village. However, the network of street footpaths and open space extends the trail system within the residential areas – Trail extension to be built following \$11.8 million grant funding approved by NSW Infrastructure. Will include linking outer villages to Kalkite and Thredbo Valley Track with Creel Bay
Golf course (disc golf and golf)	Jindabyne Disc Golf Course, Jindabyne foreshore	<ul style="list-style-type: none"> – 18 hole disc golf course
	Crackenback Dr, Thredbo	<ul style="list-style-type: none"> – 9 hole golf course – summer only – Disc golf – winter only
Resort facilities	Lake Crackenback Resort and Spa, Crackenback	<ul style="list-style-type: none"> – Indoor pool – 9 hole golf course – Disc golf – Tennis courts – 25km mountain bike and bushwalk trails – Gym – Trampolines – Canoeing
Skate parks	Jindabyne Skate Park, Bay St, Jindabyne	<ul style="list-style-type: none"> – Original skate park completed in 2005 Ramps and bowls – Proposed for upgrade
	Thredbo Skate Park, Thyne Reid Dr, Thredbo	<ul style="list-style-type: none"> – Small concrete skatepark banks, flat bar, mini ramp-type set up and some speed bumps
Ovals	Jindabyne Sports Ground (JJ Connors Oval), Park Rd, Jindabyne	<ul style="list-style-type: none"> – Stadium – Oval and facilities for local sports clubs, for example rugby union, rugby league, cricket (drop-in pitch) – Playground
	The Station, near Jindabyne (5kms out)	<ul style="list-style-type: none"> – Full-size sports oval, used for sports and events
Equestrian	Jindabyne Equestrian Resort	<ul style="list-style-type: none"> – Stadium, arena, accommodation, lessons, and pony rides
Tennis	Sport and Recreation Centre, Jindabyne	<ul style="list-style-type: none"> – Floodlit tennis courts
	Village Green tennis courts, Friday Dr, Thredbo	<ul style="list-style-type: none"> – 2 tennis courts
Bowling and sports club	Jindabyne Bowling and Sports Club, Jindabyne	<ul style="list-style-type: none"> – 7 lane bowling green – 2 tennis courts – 4 indoor squash

		<ul style="list-style-type: none"> Bar and bistro
Leisure centre	Thredbo Leisure Centre, Friday Dr, Thredbo	<ul style="list-style-type: none"> Water slide Sports hall Trampoline 50m indoor pool Weights gym Squash Fitness classes
Pools	Jindabyne Pool, Nuggets Crossing, Jindabyne	<ul style="list-style-type: none"> Indoor 25 metre heated pool Proposed for upgrade (see section 6.13)
	Thredbo Leisure Centre	<ul style="list-style-type: none"> 50 metre indoor pool
Sailing club	Jindabyne Sailing Club, Lake Jindabyne foreshore	<ul style="list-style-type: none"> Club house Access for sailing and dragon boating
Sports courts	Sport and Recreation Centre, Jindabyne	<ul style="list-style-type: none"> Fitness and indoor sports centre and stadium <ul style="list-style-type: none"> Basketball, netball, volleyball, indoor soccer, gym, fitness and indoor rock climbing
	Jindabyne Central School Gymnasium, Jindabyne	<ul style="list-style-type: none"> Basketball Dancing
	Snowy Mountains Grammar School, Jindabyne	<ul style="list-style-type: none"> Outdoor basketball court
Athletics track	Sport and Recreation Centre, Jindabyne	<ul style="list-style-type: none"> Synthetic athletics track
Alpine sports	Perisher	<ul style="list-style-type: none"> 1245 hectares 47 lifts 5 terrain parks with 100 kilometres of trails Outdoor recreation area that allows skiers, snowboarders and snowbikers to perform tricks Cross-country ski trails Snowshoe trails
	Thredbo	<ul style="list-style-type: none"> 480 hectares 14 lifts 4 terrain parks Cross-country ski and snowshoe trails
	Charlotte Pass	<ul style="list-style-type: none"> 50 hectares 5 lifts Terrain park Cross-country ski and snowshoe trails

Camping	Throughout the region	<ul style="list-style-type: none"> - Geehi - Leatherbarrel Creek - Tom Groggin - Thredbo Diggings - Ngarigo - Island Bend - Caravan parks
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Figure 5.7: JJ Connors Oval, Jindabyne



While not located in the study area, it is worth noting the following facilities at Cooma:

- Cooma Sports Hub: \$15 million grant for new state-of-the-art sports facility. There will be a three court indoor facility, and a 400 metre synthetic athletics track and field at Snowy Oval and Monaro High School precinct. It will cater for tennis, athletics, basketball, netball, cricket and more.
- Ovals: Nijong Oval, Rotary Oval, Snowy Oval, used for soccer, cricket, AFL, athletics and school sport.
- Cooma Showground: used for Rugby League, touch football, equestrian, rodeo, annual show, school sport, tennis, dog show, car show and events
- Tennis courts: Royal Tennis Courts (synthetic grass), Snowy Oval (synthetic grass and clay), Railway Tennis Courts (clay).
- Swimming Pool: Cooma Pool, outdoor 25 metre pool, summer only
- Basketball Stadium: basketball and gymnastics

- Mount Gladstone Mountain Bike Park: 17 kilometres of well-maintained single track and another three kilometres of additional single track.

Other significant facilities that the population within the study area may travel to access are

- Coolamatong Snowy Mountains Country Club, Berridale
- Monaro Equestrian Association, Berridale

5.3.2 Jindabyne Sport and Recreation Centre

The Jindabyne Sport and Recreation Centre (the Sport and Recreation Centre) is a key asset in the study area and is a focal point for the SAP. Options for the 87 hectare site are being considered – in particular potentially developing the site into a sport and education hub, along with elite training opportunities. The Sport and Recreation Centre employs 15 permanent staff, and additional staff when school groups are visiting.

The site is used by local residents, school groups, visitors to the area and elite sports people. Interschools Snowsports Australia has a permanent presence in the gym. Both local schools access the site for school sport, and out-of-area school groups come for residential programmes, usually in March and August. Local residents use some of the facilities on a casual basis, and general drop-ins from tourists are increasing. Community use peaks in the summer for activities such as Little Athletics, BMX, cycling, gymnastics and navy cadets.

There is accommodation on site and priority is currently given to bookings for Snow Australia and the Australian Institute of Sport for their high-performance athletes. Accommodation is also used by tourists and visitors, especially families during winter months.

The Sport and Recreation Centre received \$5.1 million grant by the NSW Government to upgrade facilities and accommodation, and provide a dry slope airbag facility.

5.3.2.1 Consultation findings

- Stakeholders in the community state the Sport and Recreation Centre site is disconnected from Jindabyne town centre, and is underutilised by the community. The community does not access the site as regularly as it used to. For example, the permanent transition of the indoor multi-sport court at the Sport and Recreation Centre to a gymnastics and trampoline centre, and the use of the Jindabyne Central School hall for a dance school out of school hours have eliminated potential indoor team sports such as basketball from the town¹⁵.
- The management on site at the Sport and Recreation Centre expressed a strong desire to become more community-oriented and encourage use of the site by youth. The Office of Sport supports JCS moving onto the site, with a potential location towards the front of the site (closest to town). This would allow shared uses of the site facilities.
- There is a need to improve facilities and services to support high-performance athletes on site at the Sport and Recreation Centre.
- Upgrades to facilities would also better serve community uses. Improved facilities and upgrades to the existing site facilities are desired across many sports including the athletics track, oval, skate facilities, pump track and external ski training facilities. An aquatic facility that is accessible by the community is viewed as essential.

¹⁵ AECOM (2019) Go Jindabyne Social Infrastructure Assessment

- The Sport and Recreation Centre currently lacks adequate residential accommodation, activities and outdoor courses for people with disability. However, the overall site has inclusive access.
- Master planning/precinct planning is essential to allow for overall planning of the site. Access needs to be routed from the town end so that it doesn't go through student residential areas. The potential town Connector Road would provide additional access to the facility on the north-western boundary¹⁶.

5.3.3 Parks and open space

Jindabyne has several parks, with the largest and most popular being found along the foreshore of Lake Jindabyne. Banjo Paterson Park incorporates Livvi's Place, an inclusive playspace. From a supply point of view, the study area is well served by playgrounds. However, it is noted that the Jindabyne Foreshore Park is disconnected from town (due to the difficulty crossing Kosciuszko Road and the lack of easily accessible pathways from town), and needs an upgrade.

Jindabyne Foreshore Park, incorporating bike trails, fitness stations and an 18 hole disc golf course is also a popular area. In the alpine villages, Thredbo Village Green playground has an enclosed, well-equipped playground, as well as a pump track next to the Village Green. Kalkite's playground is a new playground that recently opened.

5.3.3.1 Playgrounds

Table 5.9 provides an overview of the playgrounds located within the study area.

Table 5.9: Playgrounds

Location	Name	Address	Facilities
Jindabyne	Banjo Paterson Park	Kosciuszko Road, Jindabyne	– Playground, BBQ, picnic tables and toilets
Jindabyne	Foreshore Park (incorporating the Claypits)	Kosciuszko Road, Jindabyne	– Playground, 18 hole disc golf, fitness stations, mountain bike trails and toilets
Jindabyne	Jindabyne Sports Ground	Park Road, Jindabyne	– Playground at JJ Connors Oval
Jindabyne	Lions Park, Nuggets Crossing	Nuggets Crossing, Jindabyne	– Playground, BBQ, picnic tables and toilets
Jindabyne	Mitchell Reserve	Park Road, Jindabyne	– Playground – Cross-country trails
East Jindabyne	Kokoda Park	Lookout on Kosciuszko Road, East Jindabyne	– Playground
Tyrolean	Tyrolean Village	Adams Ave, East Jindabyne	– Playground
Thredbo	Thredbo Village Green Playground	Friday Drive, Thredbo	– Enclosed playground – Swings, slides and climbing equipment

¹⁶ AECOM (2019) Go Jindabyne Social Infrastructure Assessment

Kalkite	Kalkite Playground	Kalkite Road, Kalkite	– Compact double swing, hammock swing, tables and seating
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5.3.3.2 Open space

Open space plays an important role in our society by providing quality places for exercise, quiet reflection, play and organised sport. As communities grow and change, greater attention needs to be placed on planning open spaces to ensure they meet our current and future needs.

Under the Snowy River Local Environmental Plan 2013, three land use zones are considered relevant in determining amount of open space provided in the study area:

- RE1 – Public Recreation
- RE2 – Private Recreation
- E1 – National Parks and Nature Reserves.

These zones are shown on Figures 5.1 and 5.2.

There are 140.9 hectares of formally zoned public and private recreation open space in the study area. In addition, extensive areas of the study area are under Crown ownership. In particular, land within the Kosciuszko National Park is managed by the National Parks and Wildlife Service. Large areas in and around Lake Jindabyne are owned by Snowy Mountains Hydro-electric Authority.

Table 5.10: Open space within the study area boundary

Zone	Objectives of zone	Total area (hectares)
RE1 – Public Recreation	<ul style="list-style-type: none"> – To enable land to be used for public open space or recreational purposes – To provide a range of recreational settings and activities and compatible land uses – To protect and enhance the natural environment for recreational purposes 	48.6
RE2 – Private Recreation	<ul style="list-style-type: none"> – To enable land to be used for private open space or recreational purposes – To provide a range of recreational settings and activities and compatible land uses – To protect and enhance the natural environment for recreational purposes 	92.3
E1 – National Parks and Nature Reserves	<ul style="list-style-type: none"> – To enable management and protection of the land reserved under the National Parks and Wildlife Act 1974 	37,538.0

Given the study area's location within a national park with plentiful open space, the availability of open space is not currently an issue for residents and visitors to the area. However, stakeholder feedback and the findings from the Go Jindabyne Masterplan process highlights that improving quality, useability and access to formal open space and recreation areas is an issue for consideration.

5.3.3.3 Consultation findings

Open space in Jindabyne is plentiful, however the quality of the spaces needs to improve. Sites for attention include:

- Skate park needs upgrading.
- Jindabyne Foreshore Park is underutilised due to difficulty in walking access from town.
- Banjo Paterson Park needs an upgrade.
- Other open spaces are over-utilised and under-maintained.

Council recreation survey findings

- Top three recreation priorities: mountain bike trails, swimming pools and shared paths.
- Just over half respondents rated access to good recreational facilities in their decision to live in Snowy Monaro as important.
- 52% were willing to drive under 1 hour to participate in club sport. 30% were only willing to drive less than 10 minutes.
- Pool needs upgrade/refurbishment. Locals travel a long way for a pool.
- More indoor sporting facilities are needed (e.g. basketball and netball).
- Region seeks a Regional Trails Masterplan.

Figure 5.8: Jindabyne Lake foreshore



5.4 Places of community significance

Community and cultural 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. The following community and cultural infrastructure can be found within the study area:

- **Lake Jindabyne** - a focal point of the area. Activities both on the lake and around it, including fishing, swimming, biking, water sports, walking and picnicking, canoeing, kayaking, windsurfing and boating.
- **Lake Jindabyne foreshore** – the primary open space gathering area for Jindabyne. Includes boat ramp, picnic facilities, the Claypits, skate park, BBQs, swimming areas, caravan park and Lake Jindabyne Sailing Club. The area is also used for events – both sporting and fishing.
- **Claypits** – including playground, fitness stations and disc golf course.
- **Neighbourhood Centre** – as detailed in section 6.6.1 above, is a community-based organisation providing space and services for the local community and visitors to the area. The space is relatively small for the number of services it provides.
- **Memorial Hall** – located in the centre of Jindabyne, is used for annual dance performances, art and craft shows, and larger community gatherings. It is a single large room with a kitchen attached.
- **Nuggets Crossing Shopping Centre** – the main shopping centre in Jindabyne, with 35 stores including Woolworths, banks, food outlets, retail stores, pharmacy, health and beauty, real estate and snow sport retail among other shops. It is a community gathering place due to the cafés and central courtyard.
- **Banjo Paterson Inn** – with a view over the lake, this gathering point is used by locals and visitors. It offers accommodation, dining, entertainment and views of the lake.
- **Jindabyne Community Garden** – a community-maintained garden that is owned by residents and open to the general public at any time. It is an opportunity for food security, social cohesion, beautification, environmental education, resilience and cross-generational engagement, as well as sharing fruits, vegetables and herbs.
- **Kosciuszko National Park** – including Mount Kosciuszko, the highest mountain in Australia, provides alpine and sub-alpine environments and opportunities for winter sports, summer exploration and camping.
- **Snowy Region Visitor Centre** – located in Jindabyne town centre, is the place to get information, brochures, maps and entry passes before heading into Kosciuszko National Park.
- **Snowy Mountains Cinema** - located within Snowy Region Visitor Centre in Jindabyne, offers latest release movies and a café in a wheelchair-accessible venue.

5.4.1.1 Consultation findings

- The community desires a community library in a permanent building. However, the location for the library has been the subject of numerous discussions. There is resistance to a new library being located on either school site, due to perceived issues of access by those not in the school community. Overall, there is a preference for the library to be located on a neutral community site.
- The Memorial Hall (Figure 5.10) is reported to be under-utilised and empty. Stakeholders note that it is not currently the community asset that it could be, and requires internal upgrades to make it a more useable and inviting space.

Figure 5.9: Nuggets Crossing, Jindabyne



Figure 5.10: Memorial Hall, Jindabyne



5.4.2 Aboriginal places

The SAP area holds one listed Aboriginal Place of Significance - the Curiosity Rocks in Jindabyne. Curiosity Rocks is located on Monero-Ngarigo Country on the Wollondibby Creek outside the township of Jindabyne. It is in sight of Kalkite Mountain and adjacent to a camping area and ceremonial grounds, situated along a traditional pathway up the Snowy River to the Mount Twynam area. The area holds deep spiritual connection for these ancestors to the Ngarigo lands and water¹⁷.

Figure 5.11: Curiosity Rocks on Lake Jindabyne



Source: iStockphoto

Kosciusko National Park has documented and ongoing spiritual, cultural and social significance to Aboriginal people. The Aboriginal Heritage Assessment by Ozark states that the significance of these places in the high country are both material and non-material in their significance¹⁸.

The Go Jindabyne Masterplan consultation with the local Aboriginal community also identified The Cobbin property, East Jindabyne, and an Aboriginal burial on Cobbin Creek to be important sites and areas that had high conservation value, along with numerous artefacts across Jindabyne, East Jindabyne, Thredbo and Perisher.

¹⁷ <https://www.environment.nsw.gov.au/heritageapp/ViewHeritageltemDetails.aspx?ID=5063428>

¹⁸ Ozark Aboriginal Heritage Assessment: Snowy Mountains Special Activation Precinct

Further details on Aboriginal heritage, culture and values are provided in the Aboriginal Cultural Heritage Assessment Report by Ozark, which includes an anthropological cultural heritage report by Susan Donaldson as an appendix.

5.4.2.1 Consultation findings

- European and Indigenous culture and heritage are reported to be highly valued in Jindabyne and surrounds, however the focus to date for heritage has mostly been on European heritage. There is a desire amongst the community for more acknowledgement of the region's Indigenous history and there is a commitment by the NSW Government to ensure that Connection to Country is better reflected in the precinct.
- More consultation with the Monero-Ngarigo people is required to determine how best to incorporate Connection to Country and Return to Country for the Snowy Mountains SAP.
- Some ideas presented for better representation of Indigenous culture in the area include interpretive signage, a lakefront walk that captures the Indigenous heritage of the region, Monero-Ngarigo place names, artworks by Monero-Ngarigo artists, and cultural tourism employment opportunities for Aboriginal people.

5.5 Arts and events

Art exhibitions, displays and competitions are held year-round, across the region. Notably, the Raglan Gallery and Cultural Centre in Cooma is being established as a regional gallery and hosts local and travelling exhibitions.

Other galleries in the study include:

- **Kunama Snowy Mountains Centre for the Arts** – formerly Kunama Arts Gallery. Displays the work of Alan Grosvenor and the landscapes of the Snowy Mountains Region. Currently undergoing refurbishment.
- **Jindabyne Art Gallery** – recently opened (August 2020) pop-up art gallery located at Nuggets Crossing.
- **Snowy River Visitor Centre** – small gallery with art displays and directions to sculptures in town. It features a regular monthly exhibition of artists from the region and touring shows.

5.5.1 Festivals and events

Throughout the year, Jindabyne and the Snowy Mountains area host several community and cultural events. Some of the notable events focussed on music, arts and culture are:

- **Thredbo Blues Festival** – held over three days in January with local and international artists. It has been held for 26 years.
- **Snowtunes Music Festival** is held at Lake Jindabyne's Foreshore Park open air stage over two days and nights in August. It is an 18+ event, and is promoted to combine snow sports and entertainment.
- **Lake Light Sculpture Festival** is an outdoor sculpture exhibition and competition held in April on the foreshores of Lake Jindabyne. It attracts artists from around Australia, and many of the sculptures from previous years can still be found on the foreshores of the lake and elsewhere within Jindabyne. Lake Crackenback Resort also has many sculptures from the Sculpture Festival on permanent display, which can be seen on the various trails surrounding the resort.
- **Jindabyne Hall Markets** are held monthly between August and December, featuring local produce and locally-made items.

Many events are held throughout winter at the ski resorts, often focussed on dining and music and capitalising on the themes of winter (for example, Yulefest at Perisher Resort).

There are also numerous and increasing sports and recreation events including, for example, dragon boat racing, water skiing, rodeo, trail running, mountain bike riding, multisport and triathlon. Many of these are focussed on summer activities, bringing additional people into the region outside of the winter season.

5.5.2 Sculptures and art

- **Eclipsed Grotto** – Jindabyne’s first sculpture installation at the low water levels on Lake Jindabyne foreshore.
- **Faces Mural** – depicting dozens of faces from history, film, literature and video games, and developed with high school students from Jindabyne Central School, located on Park Road in Jindabyne.
- **Mosaic Seat** (right) – on the Lake Jindabyne foreshore and designed to be used. School students contributed ceramic tiles and the design features rainbow trout, corroboree frogs, Bogong moths and snowflakes.
- **O Sculpture** – carved from basalt stone and mounted on a metal plinth, located at Lake Jindabyne foreshore.
- **Ocean Dreams** - a sculpture made from recycled scrap metal outside the post office in Jindabyne.
- **Owl Mural** – located at Razorback Plaza, local young people collaborated to create the owl mural.
- **Skatepark Seat** – four seats that are designed to be used, created in collaboration with young people and resembling skateboards or snowboards.
- **Song and Dance** – steel sculpture to represent life as a song and dance, opposite the BP in Jindabyne.
- **Timber Seat** – steel and timber seat and table, designed to be used. It was designed to honour the high country, using original brands used by cattlemen. The men’s group ‘Boys from Snowy River’ branded the timber, and the metal frame depicts mountains, snowflakes and sunshine to reflect the natural environment.
- **Wrath of the Black Diamond** – sculpture seat made of steel, featuring a snowboard tongue and steel ski mohawk. The Snowy River Men’s Shed helped install the project, located on the Lake Jindabyne foreshore.



5.5.3 Memorials

- **Harp Memorial** – dedicated to Irish men and women who worked on the Snowy Mountains Scheme.
- **Jindabyne War Memorial** – commemorating Australian servicemen and women who have served in conflicts.
- **Strzelecki Monument** (right) – bronze statue of Count Paul Edmund Strzelecki who was an explorer. He was the first westerner to climb Mount Kosciuszko.
- **Kokoda Memorial** – commemorates the participation and sacrifice of the 3rd battalion AMF during the Kokoda campaign (located at East Jindabyne)
- **Ski Chair Memorial** – dedicated to Oskar Luhn, a victim of the 1997 Thredbo landslide (located at Lake Jindabyne foreshore).



5.5.3.1 Consultation findings

The local arts community report:

- They would benefit from having a dedicated arts and culture facility that includes a regional gallery, artist workshop hub and performance space. They report that current infrastructure (such as the Memorial Hall) has become outgrown, and is unable to host events and gatherings to meet, work and create.
- Infrastructure along the foreshore of Lake Jindabyne, including at Banjo Paterson Park, the Claypits and along the sculpture trail, needs upgrading, particularly to provide adequate power and accessibility.
- Public art, mural and graffiti spaces, especially for young people, are desired.
- An art and cultural trail, celebrating the region’s cultural history and featuring public artworks and interpretive interactions, could provide a pivotal attraction for the region.

5.6 Relevant social infrastructure proposals, applications and plans

The study area has a number of active social infrastructure proposals and development plans in train that are at various stages of development and consideration. These have been mentioned in the sections above, but by way of summary, these plans include those listed below.

Jindabyne Swimming Pool

A Feasibility Report for a new Jindabyne Swimming Pool was completed by Gray Puksand in May 2018. The report supported the application to the NSW State Government for project funding.

The Jindabyne Indoor Heated Swimming Pool is part of the Nuggets Crossing Shopping Centre, and was built more than 20 years ago. It requires substantial upgrades to ensure its compliance with building codes and OH&S, and make it more user-friendly for the public.

Heritage Centre

A Feasibility Assessment for a Snowy Alpine Heritage Centre was completed by TRC Tourism in December 2019. The Snowy Alpine Heritage Association (SAHA) is seeking to establish The Snowy Alpine Heritage Centre to “showcase the distinctive way of life and the history of Australia’s Snowy Mountains for visitors wanting to discover and connect with the essence of this special place”. The Feasibility Study notes the significant benefits of preserving history for future generations, and the opportunity to understand the past.

It would include:

- Space for functions
- Café/bar/restaurant and commercial kitchen
- Retail space
- Administrative area
- Four gallery spaces.

The Feasibility Assessment notes support of the local community is essential in ensuring the success of the centre. It has the potential to be a meeting place for the local community, with a playground for children and a place to take visiting family and friends.

The preferred site for a new heritage centre is in West Jindabyne, on land owned by Snowy Hydro Pty Ltd.

Lake Jindabyne Shared Trail Project

The Lake Jindabyne Shared Trail Project delivers approximately 60 kilometres of walking and cycling trail that links the existing network of day-use areas, as well as short walking and cycling infrastructure located

around Lake Jindabyne. It will deliver new recreational assets to support and grow visitation and economic outcomes in the Snowy Monaro Region and NSW.

The completion of the Lake Jindabyne Shared Trail Project will connect Jindabyne to the townships of Thredbo and Crackenback. It will also connect the smaller towns and localities of Kalkite, Creel Bay and East Jindabyne to the larger town of Jindabyne by linking existing trails and providing a walking and mountain biking trail. The project will realise the vision of linking the existing Thredbo Valley Track and recently funded 'extension' Project, from Gaden Trout Hatchery, to the tourism hub of Jindabyne.

The two components of the Project include:

- Gaden Trout Hatchery to Jindabyne (Thredbo Valley Track Connection)
- Lake Jindabyne Southern Network (Jindabyne to Creel Bay and Kalkite).

The major benefits from the Business Case prepared by Business Sense in 2018 were related to tourism, visitor experience and employment opportunities. The Business Case also notes the health benefits for the local community with active recreation, and the benefits of increased physical connections that will improve social cohesion.

Jindabyne Central School and Library

Jindabyne Central School was announced for upgrade in June 2018, with \$40 million allocated to the school's development to cater for projected future growth. The plan was to expand the site to 46 permanent learning spaces and remove demountables from the site. The plans were also to include a community library for all Jindabyne residents to access, along with a co-working space and facilities for workshops.

A Business Case for a Jindabyne Community Library and Innovation Hub was prepared by Business Sense in 2018. This was to be based on a partnership between the NSW Department of Education and the Snowy Monaro Regional Council. The outcome sought was a purpose-built, joint-use school and community library facility, that would also host other services for residents and visitors to the Snowy Monaro Region.

The project was placed on hold while the SAP project is undertaken, and options delivering best outcomes for students, staff and the community are considered.

In December 2020, an announcement was made by the Deputy Premier of NSW and Member for Monaro that a new school for Jindabyne will be located at the education precinct at Jindabyne Sport and Recreation Centre.

Education precinct

The NSW Government announced the allocation of \$7 million for a new TAFE NSW Connected Learning Centre and a satellite Country Universities Centre as part of the new education precinct. The centre was to broaden access to tertiary studies, and provide locals with the support they need when undertaking tertiary education, without the challenge of travelling.¹⁹

Jindabyne Skate Park

The local community has highlighted the need for an upgrade due to the existing facility, which is at the end of its 15 year life span. The current skate park is small, and no longer adequately meets the needs of the community. The funding application for the Skate Park extension prepared by Convic (2018) included

¹⁹ <https://snowymagazine.com.au/2019/02/23/70-million-for-jindabyne-infrastructure/>

proposed plans for skate park works and landscape work. It was developed in consultation with the community to ensure their needs were addressed.

Skateboarders would be the primary users, with snow boarders, BMX riders, roller skaters, scooter users and other wheeled sports also potential users of the site. Proposed upgrades were to provide options for different skill levels, and ensure it would be a central community space utilised by different user groups.

These plans are on hold while the SAP process is underway.

Aged care in Jindabyne

Aged care is a known need in the area, and is well documented through the report *The Future Provision of Residential Aged Care in the Snowy Monaro Region 2018-2028*. It is understood that plans are underway to develop an aged care facility prior to finalising the SAP process. However, Council is not able to share any further information at present.

Police stations – Jindabyne, Thredbo and Perisher

Jindabyne Police Station has plans for a complete knock-down and rebuild using funding allocated by the NSW Government. This is to take place on the existing site in Jindabyne.

Plans are also underway to redevelop the Perisher and Thredbo police stations. Concept plans exist for the future Perisher Station. These include making it larger so it can serve as the operations centre for Alpine Search and Rescue. Plans have not yet been developed for Thredbo. However, it is noted that the facility will be a 'shop front' style police station.

Neighbourhood Centre

The Neighbourhood Centre has received a community building grant to upgrade the outside area with umbrellas and seating.

Jindabyne Memorial Hall

Jindabyne's Memorial Hall received over \$130,000 in funding through the NSW Government's Stronger Country Communities Fund.²⁰ Plans include upgrades to the heating and cooling system, to improve its functionality and comfort for users.

Jindabyne Trail Stewardship Pump Track

The Jindabyne Trail Stewardship has put forward a proposal for a bitumen pump track in Jindabyne, located on Council land currently leased by NRMA Jindabyne Holiday Park. The pump track would contribute to tourism and become a community asset. Schools support the idea. Benefits to the community include health and welfare, activity for a range of ages and user groups, and increased use of current land.

²⁰ <http://johnbarilaro.com.au/big-upgrade-ahead-for-jindabyne-memorial-hall/>

Figure 5.12: Proposed location of new pump track



Figure 5.13: Aerial conceptual view of proposed new pump track



Source: Supplied by Jindabyne Trail Stewardship

Airbag and BMX track

Concept plans are underway for a BMX track to be installed at the Jindabyne Sport and Recreation Centre. In August 2019 the NSW Government announced a grant of \$5 million to establish a National Snowsports Training Centre in Jindabyne. The plan is to create a year-round, world-class training facility for the daily training environment of athletes at the pre-elite and elite performance levels. A key feature will be a cutting-edge dry slope airbag facility for the park and pipe programs of skiing and snowboarding. Additionally, there are plans to upgrade accommodation for athletes.

6 Population projections

The baseline population projections for the Snowy SAP area are for low to negative growth. DPIE projections forecast a decline in resident population and modest growth in visitor and seasonal workers across the Snowy Monaro LGA between 2016 and 2061.

The following provides an overview of the projected changes in population without the Snowy Mountains SAP, and then with a series of assumptions on visitation.

Population and visitation projections have been developed and provided by CIE, through the Economics study.

6.1 SAP Scenario population projections

Tables 6.1 and 6.2 form the basis of the future needs for social infrastructure in the SAP area. Population projections for the Snowy Mountains SAP are highly dependent on visitation, and have been developed to reflect key tourism initiatives planned under the SAP.

Table 6.1: Snowy Mountains SAP Population Growth Projections – total population

	2020	2030	2040	2061	2020-2040	2040-2060
Baseline scenario						
Residents	7,287	7,698	7,856	7,538	569	-318
Seasonal workers	3,265	3,386	3,565	2,569	300	-996
Peak visitors	18,275	20,090	21,316	17,841	3,041	-3,475
TOTAL	28,827	31,174	31,874	27,948	3,910	-4,789
SAP scenario						
Residents	7,287	9,009	11,521	11,854	4,234	333
Seasonal workers	3,265	3,294	4,480	2,839	1,215	-1,641
Peak visitors	18,275	21,839	29,170	23,969	10,895	-5,201
TOTAL	28,827	34,111	45,172	38,662	16,344	-6,509

Source: The CIE analysis

There is a marked difference in the population growth projections between the baseline and SAP scenarios. The baseline scenario has slow growth through to 2040, then a decline across all three population groups through to 2061. In contrast, with the addition of the planned SAP initiatives, the area will experience strong population growth across all three population groups through to 2040, which will level out, then decline in the years that follow to 2061.

Under the SAP scenario, total peak population in Jindabyne-Berridale SA2 (including residents, seasonal workers and visitors) is forecast to grow from 28,827 in 2020 to 45,172 in 2040. This is an increase of approximately 63%, or an additional 16,345 people. From 2040 to 2060 there is a forecast decline in seasonal worker and peak visitor numbers, and only very modest resident population growth over the same time period. This will lead to an overall population decline of 6,509 people between 2040 and 2060.

Table 6.2 shows the breakdown of the resident age groups with and without the SAP initiatives.

Table 6.2: Snowy Mountains SAP Population Growth Projections – summary resident age profiles

	2020		2030		2040		2061	
	No.	%	No.	%	No.	%	No.	%
Baseline scenario								
0-14 years	1,230	16.9	1,161	15.1	1,168	14.9	1,105	14.7
15-24 years	903	12.4	876	11.4	802	10.2	797	10.6
25-44 years	1,991	27.3	2,025	26.3	1,880	23.9	1,722	22.8
45-64 years	2,104	28.9	1,992	25.9	1,976	25.2	1,837	24.4
65-84 years	978	13.4	1,481	19.2	1,732	22.1	1,627	21.6
85+ years	82	1.1	162	2.1	297	3.8	450	6
TOTAL	7,287	100	7,698	100	7,856	100	7,538	100
SAP scenario								
0-14 years	1,230	16.9	1,388	15.4	2,006	17.4	1,731	14.6
15-24 years	903	12.4	1,116	12.4	1,219	10.6	1,507	12.7
25-44 years	1,991	27.3	2,602	28.9	3,492	30.3	2,565	21.6
45-64 years	2,104	28.9	2,210	24.5	2,562	22.2	3,411	28.8
65-84 years	978	13.4	1,523	16.9	1,920	16.7	2,126	17.9
85+ years	82	1.1	171	1.9	323	2.8	514	4.3
TOTAL	7,287	100	9,009	100	13,070	100	13,292	100

Source: The CIE analysis

In considering the future provision of social infrastructure, age profiles provide important information to ensure the needs for each age group are taken into account. Age breakdown is not available at the same level of detail for seasonal workers and visitors, though we can take into account general trends in tourists to the region. The provision of social infrastructure and services such as schools, aged care and community support services is highly dependent on resident population.

Notable trends in the age profiles are:

- Sustained stronger population growth with an increase in numbers in all age cohorts in the SAP scenario compared to the baseline scenario
- Younger age profile in the SAP scenario
- Increase in young working age population (25-44 years)
- Increased retention of young adults to 2030
- Uneven distribution of growth across age profiles
- Slow growing, ageing population between 2040 and 2061.

6.2 Summary of population projections trends

6.2.1 Stronger population growth in the SAP scenario

There is sustained stronger population growth in the SAP scenario compared to the baseline scenario. In the SAP scenario there is increased growth across all age cohorts when compared to the baseline scenario. The SAP scenario avoids complete population decline that would be apparent by 2061 in the baseline scenario. However growth is slowed from 2040 to 2061 compared to 2020-2040.

6.2.2 Uneven distribution of growth across age profiles

There is sustained, steady growth of the over 65 years age cohort in the SAP scenario, with more fluctuation apparent in the younger age cohorts. Numbers and proportions in the younger age groups (<45 years) fluctuate, with less of a clear and sustained growth trend from 2040 onwards.

6.2.3 Younger age profile

The overall proportion of those under 24 years is higher in the SAP scenario compared to the baseline scenario. There are also more younger working age people in the SAP scenario. Conversely, the proportions of those ages over 65 years are comparatively lower in the SAP scenario, though numbers are still forecast to increase.

6.2.4 Increase in working age population

There is an overall increase in working age population in the SAP scenario. Through to 2040, the greater proportion of working age people fall into the 25-44 year age bracket. However, by 2061, there are more in the later years of working age, at 45-64 years.

6.2.5 Increased retention of young adults

The proportion of 15-24 year olds in the baseline scenario is low in comparison to other age cohorts. The SAP scenario boosts the retention of young adults in the area. Instead of a forecast steady decline (as in the baseline scenario), there is growth across the decades, albeit with a slight decline in 2040 compared to 2030.

6.2.6 Slow growing, ageing population

Between 2040 and 2061 there is very slow growth in the resident population. The population distribution shifts towards the older age cohorts of 45 years and over. This indicates there is more ageing in place, and is related to the decline in visitor numbers predicted from 2040.

7 Best practice and case studies

In considering the future of the Snowy Mountains SAP from a sustainability perspective, it is important to think about the full range of impacts on the community and visitors through a social lens. Many aspects can be taken into account to ensure residents' quality of life and community resilience are considered, alongside social outcomes for seasonal workers. In addition, social initiatives can enhance sustainability outcomes and contribute positively to the community.

7.1 Fostering community resilience in a changing world

Community resilience is an indicator of social sustainability. To build a socially sustainable community, we need to also build community resilience.

Disruption is to be expected. Whether through bushfires, pandemics such as COVID-19, or a downturn in tourism. Social resilience to these disruptions is formed through community capacity and infrastructure functionality. Community resilience can be thought about in terms of people's access to amenities and opportunity. People need their core necessities, employment, education and healthcare to function. With equitable access to social infrastructure such as these, community cohesion, social capital and place attachment is built (Logan, 2020).

Writing from the New Zealand perspective, Logan says that while considering fast-tracking infrastructure investment, we should also consider hazard exposure and community vibrancy through equitable distribution of essential infrastructure and services. This will bring benefits to community resilience, physical and mental health, and local economic growth.

Building a resilient community requires thinking holistically about all factors that help a community function. Each of these systems contributes to the overall resilience or vulnerability of the community²¹.

The Community Resilience Framework has the following components:

- Healthy environment
- Responsible governance
- Strong economy
- A prepared system
- High quality of life.

Considering all these aspects of resilience will be an important



²¹ <https://www.build-resilience.org/community-resilience-framework.php>

factor in helping the local community grow with the SAP region, and adjust to the changes brought by increased tourism. It will also help the community cope with the impacts of climate change, which will no doubt play a role in shaping its future. For example, through bushfire events and changes snowfall patterns, with the latter potentially changing the shape of the economy.

7.2 Balancing resident quality of life with tourism growth

The connection between quality of life and tourism development in a host community is complex. There is tension in the host community, because they are economically dependent on the tourism industry, but it brings social changes that are not desirable (such as increased traffic, noise levels and impacts on enjoyment of public space).

Resident experiences of sharing public space and public goods with tourists and tourism are highly relevant when you consider that social infrastructure and services – developed for the community through tax dollars – are then a shared resource between the local community and tourists (Helgadottir, 2019). That is, residents tend to pay for social infrastructure through taxes and levies, which tourists then enjoy.

An option whereby tourism businesses demonstrate corporate social responsibility through initiatives that benefit the resident community is one option to compensate the community for these negative impacts (see section 7.6).

7.3 Providing a multipurpose community centre in town

A community centre located centrally provides the opportunity for people to gather together, activates the centre of town, and draws people in. A community centre that serves multiple uses and provides quality open space for people to gather has the advantage of bringing many groups in the community together. Along with quality building design, locating a community centre in an accessible location, with walkable pedestrian links and outdoor space for people to gather, brings the greatest benefit to the local population.

The below examples are recent developments that incorporate these best practice, multi-use principles into their layout, design and operations.

7.3.1 Marrickville Library and Pavilion, NSW

The new Marrickville Library in the inner West of Sydney has a contemporary, sustainable building design and incorporates event space and conferencing facilities within its three-storey building. It also provides outdoor community space with a garden, playground and café, encouraging the community to stay for longer as they visit the library.



7.3.2 Leopold Community Hub and Library, VIC



The Leopold Community Hub and library is another example of a multi-purpose, multi-use facility, providing for a broad range of ages. There is a library, child and family centre, senior citizens centre, youth centre, rooms for hire and community use, and open space.

The youth space is provided for young people aged 12-25. Activities and programs for youth are run from the hub, such as table tennis, art activities, Nintendo gaming and cooking programs.

7.4 Building a best practice, sustainable and future-focussed school

Relocating Jindabyne Central School from the centre of town to the new Jindabyne Sport and Recreation Centre site provides an opportunity to design a world-leading, sustainable school that is future-ready and provides the best educational outcomes for students.

7.4.1 Future-focussed schools

*Future of Schools*²² outlines that schools of the future will be adaptable learning environments, integrating digital technology and online tools to meet students' changing needs. Collaborative spaces and a close relationship with the local community will develop support networks and encourage life-long learning.

The six key findings of the report were:

- The future workforce will be built by students who collaborate
- Students and learning spaces need to be environmentally-mindful
- Technology enables new learning opportunities at home and school
- Future school models are self-directed and educate for life beyond school
- Schools will be multi-purpose spaces used by the whole community, and
- Indoor and outdoor spaces need to be modular and adaptable.

There is ample research and evidence about the benefits of sustainable schools, with state and territory governments increasingly recognising the benefits in sustainable buildings, community connections and an integrated curriculum.

Green schools can play an important part in developing greener, healthier, more vibrant communities, where people are encouraged to make more sustainable transport choices, participate in sustainability initiatives, and adopt the sustainable practices learnt at school in their homes.²³

²² Arup (2018) Future of Schools: <https://www.arup.com/perspectives/publications/research/section/future-of-schools>

²³ https://www.gbca.org.au/uploads/167/34983/Green_Schools_report_2013_Final_for_web.pdf

Jindabyne Central School should be developed to respond to these needs of the future. The case studies below outline some real world examples of how this can be done.

Marist College Bendigo, Montague Centre, VIC – outdoor learning, community integration and flexible learning spaces

Figure 7.1: Montague Centre, Marist College Bendigo VIC



Marist College in Bendigo is a Foundation to Year 12 student-centred learning community for up to 1500 students in the future. The school is designed to respond to the challenges of the 21st century, providing an alternative approach to learning with student skill development as its focus.

The on-site Montagne Centre provides an indoor-outdoor classroom experience, making the most of the natural wetland surroundings, and supporting various modes of learning and student interaction.

Source: www.y2architecture.com.au/mcb-montagne-centre

The natural environment of the Snowy Mountains lends itself to a similar outdoor learning environment, and the flexible learning philosophy should be considered for the future Jindabyne Central School.

Margaret Hendry Primary School, ACT – student-centred flexible learning, sustainable school and community shared facilities

Margaret Hendry Primary School is the ACT’s newest school, located in the northern suburbs of Canberra. It provides an innovative learning environment, built around open learning areas and outdoor spaces, and incorporates sustainability into its building designs and school operations. It is currently a primary school but has potential to expand to year 10 in the future. It is the model school for the ACT Government’s ten year Future of Education Strategy.²⁴

²⁴ <https://www.education.act.gov.au/our-priorities/future-of-education/resources/The-Future-of-Education-An-ACT-Education-Strategy-for-the-Next-Ten-Years>

Figure 7.2: Margaret Hendry Primary School, ACT



Source: learningenvironments.wildapricot.org

The local community share six playing fields, two hard surface courts, a school hall and a community room. Student-centred learning is at the heart of their educational philosophy. Sustainability is integrated into every aspect of school life with eco-friendly design elements, water tanks, waste reduction and a school garden.

The genuine integration of sustainability into the design of the school provides a model for the design of the future Jindabyne Central School. In addition, the shared use of facilities could be considered as a way to draw the local community to the new school site.

7.5 Investing in cultural infrastructure for community wellbeing

7.5.1 NSW Government Cultural Infrastructure Plan

The NSW Government, through Create NSW, has developed a Cultural Infrastructure Plan 2025+²⁵, to ensure all of NSW benefits from cultural infrastructure. In the Plan, culture is defined as “production, distribution and participation in creativity by the NSW community and visitors, and the reflection and expression of its customs, traditions, heritage and social character”.

Culture has a fundamental role in maintaining community cohesion, contributing to economic success and supporting health and wellbeing of individuals in society. It achieves these outcomes by:

- Informing heritage and establishing common values

²⁵ https://create.nsw.gov.au/wp-content/uploads/2019/02/20190206_CIP2025.pdf

- Helping to articulate character and identity
- Revealing distinctiveness and positioning communities as unique parts of a connected world
- Building bonds between individual and places, resulting in a sense of safety and belonging.

7.5.1.1 Culture as an agent for resilience

In developing and maintaining places capable of thriving and competing for growth, culture offers an added dimension of activity and enterprise with unique qualities that multiply the outcomes of investment in other sectors. Establishing a strong cultural presence in a community supports connection to place, a bond that nurtures the ability to evolve and adapt. In turn, this resilience enables long-term sustainability.

7.5.1.2 Grant funding through Create NSW

Create NSW provides targeted grant funding. For example, in 2018 the Regional Cultural Fund was established by the NSW Government. It provides cultural infrastructure investment in regional NSW that delivered recreational and educational benefits through diverse cultural projects, boosting community participation and cultural tourism. Over two rounds, \$100 million was shared across 136 projects. Similar funding rounds provide an opportunity for the growth of cultural tourism, events and entertainment in the SAP.

7.6 Social responsibility and contributions to the community

There are many case studies where ski resorts and their employees take an active role in helping improve outcomes in the communities in which they are located, and further afield. These initiatives are a way that resorts can give back to the community, build relationships and good will, and make a positive socially sustainability contribution to society. It is acknowledged that there are many ways this could be achieved in the Snowy Mountains SAP, and the below examples are provided as guidance and inspiration for how it might be achieved.

7.6.1 Perisher

Vail Resorts is an international company with a presence in Perisher, which has received awards for excellence in sustainability. EpicPromise is Vail Resorts' sustainability program, which seeks to bring together the mountains, communities, employees and guests through conserving the natural environment and supporting local communities.

Initiatives at Perisher include:

- Community grants: Perisher has donated over \$130,000 to the local community focussing on community grants for youth programs and environmental initiatives.
- EpicVolunteers: Perisher employees are able to take 40 hours of paid time off for a volunteer project with a charity of their choice.
- EpicPromise Day: Perisher holds annual Epic Promise Days where employees are encouraged to volunteer a work day to come together around a community project, benefiting local non-profit organisations in the areas of youth and the environment.

- EpicPromise Foundation: Perisher employees are eligible to apply for emergency financial assistance, and educational scholarships, and can also make voluntary contributions to the EpicPromise Foundation to benefit other Vail Resort employees.²⁶

In 2018, Perisher staff assisted the local Jindabyne Community Garden to put up greenhouse to grow their own seeds. In 2019, staff worked across three projects in the resort and the local community including a tree planting initiative with Upper Snowy Landcare, a revegetation project within the Leichhardt Chairlift Construction corridor, as well as rubbish collection throughout the resort areas of Perisher Valley and Smiggin Holes.²⁷

Source: perisher.com.au



7.6.2 Zermatt



Zermatt sends decommissioned cables to Myanmar (formerly Burma) in Asia, where they are recycled to build suspension bridges in remote areas. To date, 23 bridges have been built, helping 138,000 people.²⁸

Bridges are needed to connect people to work opportunities, and services like hospitals and schools. A lack of bridges aggravates poverty. When the crossing is important, people find a way to cross even without a bridge. Often there is an existing locally-built bridge or a raft, with both options having their dangers.²⁹

Source: matterhornparadise.ch

²⁶ <https://www.perisher.com.au/resort-info/epicpromise>

²⁷ <https://www.perisher.com.au/perisher-news/perisher-now/1443-fourth-annual-epic-promise-day>

²⁸ <https://www.matterhornparadise.ch/en/Company/Environment-and-sustainability/Building-bridges-in-Myanmar>

²⁹ <https://www.fieldstudyoftheworld.com/bridge-building-with-toni-ruttimann-and-rural-communities-of-myanmar/>

7.6.3 Aspen

Aspen Skiing Company, in Colorado USA, is a values-driven company. They seek to be a rewarding place to work, and to ensure the community is a desirable place to live. Their guiding principles are: humanity, excellence, sustainability and passion. The company demonstrates these values in many ways, with some examples being:

- Donations of \$2 million to support childcare, healthcare, education, the environment and athletics.
- Fighting reductions in school funding.
- Volunteering on trails, playgrounds and housing.
- Providing healthcare plans.



In addition to corporate philanthropy, Aspen Skiing Company supports two employee-run charities – The Environment Foundation and The Caring for Community Fund.

- The Environment Foundation: employees volunteer to contribute through a payroll deduction plan that is matched by their employer, along with additional support from Lavazza. Employees can give as little as \$1 a week. Over 21 years, more than \$3.5 million has been donated to hundreds of projects tackling climate change, as well as oil and gas development.³⁰
- Caring for Community Fund: employees can make one-time donations or sign up for the payroll deduction program. Focus areas are healthcare (especially mental health and addiction counselling services), crisis support, safe and affordable housing, as well as educational and job training resources, with a focus on children and young adults.³¹

7.7 Establishing ongoing Indigenous partnerships

The local Monero-Ngarigo people have expressed their desire to Return to Country. Through further engagement, opportunities to create Indigenous partnerships in tourism ventures could be explored. Below are some examples from Canada where successful partnerships have been created. Any similar partnerships for the Snowy Mountains SAP should be led by the Monero-Ngarigo people and explored through open dialogue and genuine engagement.

7.7.1 Whistler

Whistler ski resort, Canada, has recognition of their First Nations culture embedded into the way they function. The Squamish Lil'wat Culture Centre is located at Whistler, and is an opportunity to share and celebrate culture and create meaningful employment opportunities for members of the First Nations.

Also in Canada is the First Nations Snowboard Association (FNSA), a registered Canadian non-profit association. The FNSA develops recreational and high performance First Nation snowboard athletes. The

³⁰ <https://www.aspensnowmass.com/we-are-different/philanthropy/environment-foundation>

³¹ <https://www.aspensnowmass.com/we-are-different/philanthropy/caring-for-community-fund>

association was created to improve the quality of life and empower Indigenous youth through snowboarding.

7.7.2 Banff

Banff, Canada is working with local Indigenous groups on stewardship and leadership programs. The program incorporates seven holistic elements to allow Indigenous leaders help achieve more successful, sustainable, and self-determined economic activity.³²

7.8 Alignment to the Sustainable Development Goals

The Snowy Mountains SAP should consider how the United Nations Sustainable Development Goals (SDGs) apply to the study area. 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.

It may not be immediately obvious how all the goals may apply to a future tourism area. However, the goals can guide tourism development that is ambitiously sustainable in areas such as the Snowy Mountains SAP.



Particularly relevant to social infrastructure are:

- Good health and wellbeing
- Quality education
- Gender equality
- Decent work and economic growth
- Reduced inequalities
- Sustainable cities and communities.

Sustainability is covered in detail in the Sustainability Study undertaken by D Squared.

³² <https://www.banffcentre.ca/programs/indigenous-business-and-economic-development/20210131>

8 Needs assessment

The location and design of future social infrastructure within the study area is guided by principles of sustainability, place-making, high accessibility and public safety, integration and multipurpose spaces, along with adherence to benchmarks and standards where available.

8.1 Principles for social infrastructure provision

The following principles are considered best practice, are aligned with the policies and planning strategies outlined in Chapter 3 and Appendix D, and underpin planning and provision of social infrastructure in the Snowy Mountains SAP.

Figure 8.1: Principles for social infrastructure provision in the Snowy Mountains SAP



8.2 Benchmarks for provision of social infrastructure

The Social Infrastructure Study uses benchmarks for provision and quality standards set out in Tables 8.1 and 8.2. Benchmarks have been chosen in consultation with the NSW Government and Snowy Monaro Regional Council.

A note about benchmark ratios

It is noted that provision of social infrastructure according to population ratios is not an exact science, and these are indicative figures, rather than absolutes. Numerical standards provide a reference point and guide what level of provision is appropriate for different facility types. However, contemporary practice in social infrastructure planning suggests these ratios should be viewed in the context of the strategic direction of the region. A numerical value does not speak to the quality of the provision, nor to the nuances of community need which should also be taken into account such as socio-economic status, health status, household structure, accessibility and funding opportunities and constraints. Other factors for consideration include community preferences, technology developments, government funding availability and alternative funding models or partnerships.

8.2.1 Social infrastructure

Table 8.1: Summary of benchmarks used for social infrastructure

Type of social infrastructure	Social infrastructure facility	Benchmark for provision	Site area (if available)
Education	Early childhood centre	1:4,000–8,000	Inside: 3.5m ² per child Outside: 7m ² per child
	Out-of-hours care	For all primary schools	15.25m ² per child incorporating indoor and outdoor space
	Preschool	1:7,500-10,000	1,500-2,000m ²
	Primary school	1:7,500	2 hectares Floor area: 8,000-10,000m ² >10m ² open space per student
	Secondary school	1:20,000	4 hectares Floor area:22,000-27,000m ² >10m ² open space per student
	TAFE district campus	1:over 50,000	Depends on model of delivery
	University	Not readily available	N/A
Health	General practitioner (GP) regional/rural community	1:750-1,000	N/A

	Community health centre	1:20,000-30,000	Site area: 1.6 hectares Floor area: 2,000-4,000m ²
	Hospital	Approx. 1:100,000	10-15 hectares depending on service levels
Emergency services	Fire and Rescue NSW	Based on response times	N/A
	NSW Police	Based on crime rates	N/A
	NSW Ambulance	Based on calls to 000	2,500m ²
	NSW Rural Fire Service	Not readily available	N/A
	State Emergency Service	Not readily available	N/A
Aged care	Aged care local	1:7,000-10,000	1,500-2,000m ²
	Aged care district	1:20,000-100,000	3,000-5,000m ²
Cemetery and crematoriums	Cemetery	1:50,000-200,000	1500m ² /1,000 people
Places of worship	Church	Demand driven	N/A
Community support	Community support services	Not readily available	N/A
Community facilities	Branch library	1:15,000-30,000	>150m ² or 37-43m ² per 1,000 people Centrally located
	Community room	1:2,500-3,000	Site area: 500-700m ² Floor area: 200-300m ²
	Community centre	1:6,000-10,000	Site area: 5,000m ² Floor area: 600-800m ²
	Youth centre (local facility)	1:10,000-20,000	Site area: to include or adjoin open space Floor area: >200m ²
Sport facilities	Indoor recreation centre	1:10,000	5,500m ²
	Indoor aquatic/fitness centre	1:30,000	2,000m ²
	Sports field	1:6,000	8,540m ²
	Skate park	1:5,000	N/A
Open space	Quality green, open and public space	Increase the proportion of homes in urban areas within 10 minutes' walk of quality green, open and public spaces by 10 per cent by 2023	

Sources for benchmarks in Table 8.1:

- NSW Department of Educational Facilities Standards and Guidelines
- South East Queensland Regional Plan 2005-2026 Implementation Guideline No.5 Social infrastructure planning (2006)³³
- Rural Doctors Association/Monash University School of Rural Health (2013)³⁴
- DHW advice. NB: *The Sports Infrastructure Study* by DHW has more detail on the provision and benchmarks for each sport, along with space requirements.
- NSW Premier's Priority 11.

8.2.2 Master planning schools in NSW

NSW Government school planning is guided by a suite of documents. *Master planning guideline for schools* was created to guide the development of master plans for schools and educational facilities. It operates alongside the *Educational Facilities Standards and Guidelines*, as well as the *Better Placed: Design Guide for Schools* and *Better Placed: Environmental Design in Schools* by the Government Architect NSW. For the new Jindabyne Central School, the guideline *School Site Selection and Development* has also been utilised to inform site selection. These documents outline in more detail the requirements for the new school in regard to site size and shape, accessibility, floor area, zoning, solar access, road frontage, utilities servicing, and other constraints that should be avoided for a new school site.

School Infrastructure NSW has identified five sustainability themes and corresponding objectives for new schools. The themes are; energy and carbon; water; waste and materials; place and resilience. Minimum requirements are outlined in the objectives and designers are encouraged to go above and beyond the minimum requirements.

8.2.3 Open space and recreation

The NSW Premier's Priority for Greener Public Spaces aims to increase the proportion of homes in urban areas within 10 minutes' walk of quality green, open and public space by 10 per cent by 2023³⁵. This principle should guide the delivery of open space and recreation in the Snowy Mountains SAP.

To support achieving this Priority, DPIE is developing tools that are available to anyone to use to support planning, managing and creating better and more vibrant public open spaces. These include the *Evaluation Tool for Public Space and Public Life* (Draft)³⁶ and *Great Public Spaces Guide*³⁷.

In addition, the NSW Government Architect recently released and publicly exhibited the *Greener Places Design Guide* (Draft)³⁸. This guide provides information on how to design, plan and implement public and open space throughout NSW. The standards within the Greener Places Design Guide replace spatial standards or percentage requirements and provides strategies, performance criteria and recommendations to delivery green infrastructure.

³³ <http://www.dlgrma.qld.gov.au/resources/guideline/ImplementationGuideline5.pdf>

³⁴ <https://www.ruralhealthwest.com.au/docs/default-source/marketing/publications/d14-57147-rural-and-remote-primary-health-care-workforce-planning---what-is-the-evidence-may-16.pdf?sfvrsn=4&sfvrsn=4>

³⁵ <https://www.nsw.gov.au/premiers-priorities/greener-public-spaces>, see also Appendix D for a summary

³⁶ https://www.dpie.nsw.gov.au/_data/assets/pdf_file/0009/326385/Evaluation-Tool-Print-version.pdf

³⁷ https://www.dpie.nsw.gov.au/_data/assets/pdf_file/0010/326386/Great-Public-Spaces-Guide.pdf

³⁸ <https://www.governmentarchitect.nsw.gov.au/guidance/greener-places-guide>

The following strategies for providing open space for recreation are outlined and can be used to guide the development of open space in the SAP:

- Improve the provision and diversity of open space for recreation
- Understand the demands on existing open space, and plan for open space in new and growing communities
- Improve the quality of open space for better parks and facilities
- Use open space to connect people to nature
- Link to the network of green infrastructure
- Encourage physical activity by providing better parks and amenity
- Provide open space that is multifunctional and fit-for-purpose
- Design versatile, flexible spaces
- Consider life cycle costs, management and maintenance.

The guide also outlines indicators to assess accessibility and connectivity, as well as distribution, size and shape of open recreation space.

Table 8.2: Performance indicators for accessibility, distribution, size and shape of open recreation space

	Accessibility	Distribution	Size and shape
Local High density >60 dwellings/ha	2-3 minute walk or 200 metres walking distance to a local park	0.15-0.5 hectares of public open space 200 metres from most houses. Open space 400 metres from schools and workplaces	Minimum size of a local park is 3,000m ² with road frontage and visibility
Local Medium density <60 dwellings/ha	5 minute walk or 400 metres walking distance to a local park	0.3-2 hectares of public open space 400 metres from most houses	Minimum size of a local park is 5,000m ² -7,000m ² with road frontage and visibility
District	25 minute walk or 2 kilometres proximity to a district park	2-5 hectares of public open space within 2 kilometres from most houses	
Regional	Up to 30 minutes travel time on public transport or by vehicle to regional open space	More than 5 hectares of public open space within 5-10 kilometres from most houses	

Other considerations are quantity, quality and diversity of open space, defined on the following page in Table 8.3.

Table 8.3: Performance indicators for quantity, quality and diversity of open recreation space

Attribute	Importance	Performance indicators
Quantity	In low- and high-density areas, good provision of public open space is essential to compensate for the lack of private open space to support active living and contribute to a more liveable neighbourhood	<p>Quantity should be considered in the number of opportunities available. Larger public open space areas mean more opportunities can be provided in one location.</p> <p>Quantity of land available, along with size and shape, are critical in adequately meeting sporting needs. There are minimum areas needed for different sports, and different sporting spaces can only accommodate so many users.</p>
Quality	The quality of design and ongoing maintenance and management is critical to attracting use and activating the open space network	<p>Open space needs to be strategically planned and designed to create a quality open space network. The sum is greater than its parts. Key characteristics of open space that influence quality include:</p> <ul style="list-style-type: none"> - Visual and physical access - Landscape setting - Demographic, cultural and community - Demand - Condition of facilities and equipment - Maintenance - Number of activations within the space - Size, shape and topography - Adjacent land uses - Amount of vegetation and shade - Biodiversity outcomes - Safety - Sustainability
Diversity	The range of open space setting types within an urban area will determine the diversity of recreation opportunity for communities	<p>Performance indicators are outlined for a range of recreation types below. These are not the only types of open space, but represent a range of opportunities. They should be combined, as multi-use facilities:</p> <ul style="list-style-type: none"> - Local play for the very young (up to 5 years) - Local children's play (5-12 years) - Older children's activity space (10-15 years) - Youth recreation space (13-20 years) - Local recreation space - Active recreation space - Large community outdoor recreation area - Fitness and exercise space - Trail and path-based recreation - Organised sport and recreation - Off-leash dog exercise area

8.3 Needs analysis for social infrastructure in the SAP

In this needs assessment, numerical benchmarks are just one factor in identifying future requirements, balanced with other considerations including:

- Stakeholder feedback
- Likely needs of the future population, taking into account the fluctuating seasonal population
- Best practice guidelines and principles outlined in Section 8.1
- Balancing of other needs within the Snowy Mountains SAP.

Table 8.4: Summary of needs for SAP Structure Plan

Infrastructure type	Identified need
Childcare facilities (0-4 years) Out-of-hours school care (5-9 years)	<ul style="list-style-type: none"> – Childcare will be needed in line with population growth and demand – Schools will need to provide additional out of hours school care as schools expand with additional population
Schools	<ul style="list-style-type: none"> – New Jindabyne Central School required on a larger site – Expansion of outdoor education facilities at the Sport and Recreation Centre is highly desirable
Tertiary education	<ul style="list-style-type: none"> – New tertiary facilities highly desirable within the Sport and Education precinct
Health and medical	<ul style="list-style-type: none"> – Additional GP and allied health services will be required in line with population growth – Improved access to high level care accident and emergency required
Emergency services	<ul style="list-style-type: none"> – Relocated emergency services precinct in accessible location – NSW Police have plans for new buildings underway in Thredbo and Perisher – NSW Ambulance seek alternative future land to that near Snowy Mountains Grammar School – Population growth will drive increased demand across all emergency services
Aged care	<ul style="list-style-type: none"> – New aged care services required close to centre of town
Library	<ul style="list-style-type: none"> – New library required close to the centre of town
Cemetery or crematorium	<ul style="list-style-type: none"> – Not required
Places of worship	<ul style="list-style-type: none"> – In line with population growth and demand

Infrastructure type	Identified need
Community centre	<ul style="list-style-type: none"> – New multi-purpose community centre required
Youth centre	<ul style="list-style-type: none"> – New youth centre needed as standalone site or with community centre
Community support services	<ul style="list-style-type: none"> – Increased population will lead to increased demand for services and subsequent increase in funding. Space within the community centre for access to services is highly desirable
Sporting facilities	<ul style="list-style-type: none"> – Improvement to access to Sport and Recreation Centre is required – Location of a new swimming pool (to replace the current one in Jindabyne town centre) at the Sport and Recreation Centre is highly desirable – Additional indoor courts and upgrades to sports fields. The athletics track and amenities are desirable
Open space (parks, sporting, recreation and green space)	<ul style="list-style-type: none"> – Improved quality of open space and public realm required including consideration of connectivity, access, landscape setting, demographic demand, condition, size, shape and topography, maintenance, adjacent land uses, vegetation and shade, biodiversity, safety and sustainability – Existing ovals and playground upgrades are highly desirable – Lake Jindabyne Foreshore area activation is highly desirable – Improved range of recreation activities across age groups is highly desirable – Development of the local trails network is highly desirable
Art and culture	<ul style="list-style-type: none"> – Return to Country opportunities for the Monero-Ngarigo people – Incorporation of Aboriginal signage and highlighting of significant cultural locations and artefacts – Upgrades to the Memorial Hall are required – Public art spaces for local artists are highly desirable – Upgrades of lakefront infrastructure for outdoor performances and events are highly desirable

Note that the above is a summary of the needs analysis in Table 8.5 for easy reference. The full list of Recommendations in Chapter 9 provides additional detail on the needs and other planning recommendations related to social sustainability.

Table 8.5 outlines the full analysis of the future needs and benchmarks assessment for the Social Infrastructure Study, following the findings and demands placed on infrastructure from the forecast population and visitation growth outlined in Section 6.

Table 8.5: Needs analysis based on existing provision, benchmark requirements and future demand

Infrastructure type	Current provision	Benchmark requirement	Future demand	Need
Childcare facilities (0-4 years) Out-of-hours school care (5-9 years)	2 early childhood centres 1 mobile preschool (2 days a week) 2 out of hours school care 1 early childhood centre under construction	Early Childhood Centre 1:4,000–8,000 people Occasional Care 1:12,000–15,000 people Pre-school 1:7,500-10,000 people Out-of-hours care should be provided at all primary schools	<p>There are currently 7,287 people living in the study area (Jindabyne-Berridale SA2) and 10.2% of the population are aged 0-9 years (5.2% 0-4 years and 5.0% 5-9 years).</p> <p>By 2040, 6.5% of the population will be 0-4 years and 5.7% will be 5-9 years, representing an increase of 376 and 296 children respectively.</p> <p>Stakeholder engagement reported that current facilities were stretched with long waiting lists.</p> <p>The growth in both the 0-4 and 5-9 age cohorts is steady between 2020 and 2040, and the overall resident population growth for the same timeframe is just over 4,000 people, thus meeting the benchmark requirement for an additional childcare facility.</p>	<p>From a benchmark perspective, current provisions are adequate for the existing population, however stakeholders report difficulties in accessing services.</p> <p>An additional childcare to account for growing population in the SAP is likely to be required. Stakeholder feedback indicated this could be co-located with an aged care facility to align with current best practice.</p>
Schools	1 public K-12 school in Jindabyne – Jindabyne Central School 1 private K-12 school in Jindabyne – Snowy Mountains Grammar School	Primary school 1:7,500 people Secondary school 1:20,000 people Accessibility (walkable for primary school)] Primary school site area: 2 hectares	<p>The current population profile shows that 18.1% of the population are aged between 5 and 19 years.</p> <p>The SAP population projections suggest that in 2040, 15.7% of the population will be aged between 5 and 19 years – a decrease in the overall proportion of the population.</p> <p>However, this represents a total increase of 1,806 people aged 5-19 years.</p>	<p>Jindabyne Central School requires an expanded site to accommodate its existing school population and allow adequate room for outdoor play and education. This may be one large central school, or co-located primary and secondary schools.</p> <p>The outdoor education hub located at the Jindabyne Sport and Recreation Centre should be retained and expanded to increase use and visitation by school groups.</p>

Infrastructure type	Current provision	Benchmark requirement	Future demand	Need
		<p>Secondary school site area 4 hectares</p> <p>10m² open space per student</p>	<p>Both schools report being stretched to the limit with their current infrastructure, including classroom space, campus facilities and outdoor space.</p> <p>In addition, Jindabyne Central School (JCS) has previously had development of the site approved, and a new site is required to be allocated through the SAP. It is planned for this to be located at the Jindabyne Sport and Recreation Centre.</p>	
Tertiary education	<p>0 in study area</p> <p>1 TAFE in Cooma</p> <p>1 CUC in Cooma</p>	<p>TAFE district campus 1:over 50,000</p>	<p>Tertiary education provision is not directly related to population growth, but it is linked with opportunities and growth of the region due to the SAP. Tertiary education provides an opportunity to draw people in and retain youth in the area.</p> <p>There is an opportunity to locate tertiary education institutions at the Sport and Education precinct in the SAP, providing opportunities for training in aligned tertiary study areas such as events and tourism, hospitality, sports science and exercise science. Courses can be flexible to future demand.</p> <p>TAFE NSW and University of Canberra have expressed interest in being located within the SAP. The model TAFE NSW is proposing (a Connected Learning Centre – CLC) is one that will allow flexible delivery of courses.</p> <p>There is also an opportunity for exercise science to be located within the high performance sport precinct at the Jindabyne Sport and Recreation Centre.</p>	<p>The tertiary education hub to be part of the Sport and Education precinct at the Jindabyne Sport and Recreation Centre, including TAFE NSW and University of Canberra.</p> <p>This is aligned with the SAP vision and provides school leavers with the option to remain in the area to complete further education.</p>



Infrastructure type	Current provision	Benchmark requirement	Future demand	Need
Health and medical	<p>2 medical/health centres in Jindabyne, including provision of allied health</p> <p>2 medical centres at ski resorts in winter only</p> <p>0 hospitals in area</p> <p>Cooma Hospital for accident and emergency</p> <p>Specialised care, including cardiac is referred to Canberra</p> <p>Allied health services are currently provided on a regular weekly or fortnightly basis.</p>	<p>GP 1:750-1,000 for regional/rural communities</p> <p>Community Health Centre 1:20,000-30,000; site area 1.6 hectares, floor area 2,000-4,000m²</p> <p>Hospital catchment based</p> <p>Actual provision developed through NSW Health models</p>	<p>Medical needs will be driven by growth in resident, seasonal worker and visitor population growth.</p> <p>There are currently 7,287 residents people living in the study area, with estimated peak population including residents and visitors 28,827 people.</p> <p>The SAP scenario population projection shows an increase in:</p> <ul style="list-style-type: none"> - Resident population of 4,234 by 2040 (4,567 by 2061) and - Peak total population of 16,344 by 2040 (9,835 by 2061). <p>The age profile will be younger through to 2040 and older through to 2061.</p> <p>Adventure tourism and outdoor sport may lead to additional demands on medical facilities due to their high-risk nature. Cooma Hospital is adequate for most emergency needs, however the distance to Canberra Hospital for specialised treatment is an issue.</p> <p>Stakeholder engagement revealed that medical resources are stretched in peak winter season, and there is a concern around the amount of time it takes to transfer high-risk patients to Canberra.</p>	<p>Higher resident and visitor numbers will increase demand for medical services.</p> <p>Future population growth of visitors and residents is likely to generate demand for additional medical services, including the need for imaging services and additional allied health services within the SAP.</p> <p>A review of the adequacy of the current provision and the impacts of the forecast population growth is warranted.</p> <p>It will be important to ensure medical needs are met within the required timeframes, considering the high-risk nature of adventure-based tourism and unpredictable weather in the alpine environment.</p> <p>This may include an expansion of Cooma Hospital and/or additional emergency response or imaging services in Jindabyne.</p>
Emergency services	<p>3 Police – Jindabyne; Thredbo and Perisher winter only</p>	<p>Not readily available</p> <p>Reviews are undertaken regularly by emergency services agencies</p>	<p>There are currently 7,287 residents people living in the study area, with estimated peak population including residents and visitors 28,827 people.</p> <p>The SAP scenario population projection shows an increase in:</p>	<p>Stakeholder engagement revealed new buildings are required for NSW Ambulance, Fire and Rescue NSW and Rural Fire Service, with the RFS and FRNSW prepared to consider co-location.</p>

Infrastructure type	Current provision	Benchmark requirement	Future demand	Need
	<p>3 Fire and Rescue, including HAZMAT – Jindabyne, Perisher, Thredbo all year</p> <p>2 Ambulance – Jindabyne; Perisher winter only</p> <p>4 brigades and 6 stations Rural Fire Service – Wollondibby, Jindabyne, East Jindabyne, Ingebirah</p> <p>1 State Emergency Service - Jindabyne</p>		<p>- Resident population of 4,234 by 2040 (4,567 by 2061) and</p> <p>- Peak population of 16,344 by 2040 (9,835 by 2061).</p> <p>Future demand will be driven by the increase in tourism, particularly road incidents and action-sports injuries. Access to difficult terrain is also an important consideration.</p> <p>Emergency services are forecasting an increase in demand due to Snowy Hydro 2.0.</p>	<p>NSW Police already have plans underway for new buildings in Thredbo and Perisher.</p> <p>A new site and building are required for the ambulance service in Jindabyne, as the Snowy Mountains Grammar School seek to purchase the current land NSW Ambulance own at the school site.</p> <p>It is worth exploring the option to locate emergency services close to the planned new Southern Connector Road to assist with response times.</p> <p>As resident and visitor population increases, increased incident rates would be expected, and therefore there will be a demand for increases emergency services resources.</p>
Aged care	<p>0 in study area</p> <p>1 in Berridale</p> <p>4 in Cooma</p>	<p>Local 1:7,000-10,000; site area of 1,500-2,000m²</p> <p>District 1:20,000-100,000; site area of 3,000-5,000m².</p>	<p>14.5% of the population (1,060 people) is currently aged 65 years and older.</p> <p>Growth in people aged over 65 years is forecast to be:</p> <ul style="list-style-type: none"> - 1,182 additional people by 2040 - 1,580 additional people by 2061 	<p>It has been well established through previous studies and stakeholder consultation that Jindabyne lacks, and has demand for, an aged care facility. Aged care in the area is required to allow older people to remain in the area.</p> <p>There is also predicted growth in the 65 years and over age group for the next 40 years.</p> <p>It would be best for the aged care facility to be located near to the centre of town and close to amenities, while being cognisant of noise levels generated from tourism activities. There may be an opportunity to explore co-location with a childcare for the demonstrated mutual benefits this provides to young and old alike.</p>

Infrastructure type	Current provision	Benchmark requirement	Future demand	Need
Library	0 permanent 1 mobile library	Branch library 1:15,000-30,000 Centrally located for accessibility Mobile libraries to extend reach	Resident population is projected to rise from 7,287 residents to 11,854 residents by 2061. Peak total population (including visitors and seasonal workers) is projected to rise from 27,326 to 45,172 by 2040 and back to 38,662 by 2061. Stakeholder engagement revealed there is a community expectation and desire for a permanent library in Jindabyne.	The need for a branch library was clearly expressed through the study process. It is proposed that a new branch library could be located in or next to the proposed new community centre at the Jindabyne Central School site. It is expected that the majority of users for a library will come from the resident base, however there may be some use by tourists accessing meeting spaces or reference materials.
Cemetery or crematorium	2 cemeteries 0 crematorium, closest in Canberra	1:50,000-200,000 1,500m ² /1,000 people	Resident population is projected to rise from 7,287 residents to 11,854 residents by 2061. It is not expected there will be need for an additional cemetery due to current capacity in existing cemeteries, and the trend away from burial. A funeral agency in Cooma is exploring the possibility of a crematorium.	It is not expected there will be an additional need for a cemetery. The SAP may drive further demand for use of a crematorium if that eventuates in Cooma.
Places of worship	8 churches of Christian denomination – 6 in Jindabyne, 1 in Thredbo, 1 in Perisher	Not readily available, demand driven	Currently, combined Christian denominations represent 53.5% of the population, with 38.1% of the population indicated they have no religion in Jindabyne-Berridale SA2. Nationwide, the trend is towards no religion, so it is not certain that additional population will necessarily lead to increased demand for churches.	It is expected that growth or decline of churches will happen organically, depending on the nature of the future population.

Infrastructure type	Current provision	Benchmark requirement	Future demand	Need
Community centre	Neighbourhood Centre, Jindabyne	<p>Community room 1:2,500-3,000 500-750m² site area 200-300m² floor area</p> <p>Community centre 1:6,000-10,000 5,000m² site area 600-800m² floor area 400m² hall</p> <p>Located to maximise connections to adjoining land uses and local roads.</p> <p>Flexible, multi-purpose facilities, potentially co-located, with consideration of child-safe areas, informal areas, visibility and security.</p> <p>Targeted to meet local needs – groups, children, young people and seniors.</p>	<p>Resident population is projected to rise from 7,287 residents to 11,854 residents by 2061.</p> <p>Peak total population (including visitors and seasonal workers) is projected to rise from 27,326 to 45,172 by 2040 and back to 38,662 by 2061.</p> <p>The Neighbourhood Centre is used by residents and visitors to the area, with community services being supplied through it.</p> <p>Stakeholder engagement indicated lack of a larger community space with separate rooms limits the services that can be provided centrally in the region.</p> <p>The Neighbourhood Centre is currently a key provider of space for community support, and the current size is inadequate to service community needs.</p>	<p>A new space for community services should be provided through the proposed new community centre. This should be a multi-purpose space for all ages to access.</p> <p>The facility should be flexible, multipurpose and consider the full range of local needs that could utilise the facility, potentially being co-located with other services.</p>
Youth centre	0 youth centres 2 youth development officers through Council	Local 1:10,000-20,000	Currently, 19.1% of the resident population is aged between 10 and 24 years, representing 1,388 people.	Stakeholder engagement with Council revealed the need for a space for youth. Population growth will continue to generate demand for youth services.

Infrastructure type	Current provision	Benchmark requirement	Future demand	Need
		Requirements vary according to local context. Ideally should have multiple spaces, with casual drop-in capability. Music, dancing, activities and equipment of interest to young people – technology, games, sports and youth support.	<p>In 2040, there will be an increase in 10-24 year olds to 1,810 people (15.7% of the population) under the SAP scenario.</p> <p>Stakeholder engagement revealed there is need to improve youth engagement and retention in the area.</p>	<p>A youth space could be located outdoors along the foreshore area to include sports and recreation activities, and/or indoors.</p> <p>The needs for youth are multiple, including the ability to access community services, and a safe space for entertainment in a town that currently does not have many entertainment offerings for youth.</p> <p>Stakeholder engagement noted the youth centre should be standalone if possible. If not, the possibility of a youth centre co-located with a community centre should be explored. There will be youth safety elements to consider (separate entrance).</p>
Community support services	<p>10 formal programs, and 18 on an ad hoc basis through the Neighbourhood Centre</p> <p>Services include community transport, home care, employment services, youth services, disability services, meal assistance and an op shop.</p>	Not readily available	<p>As population increases it is expected demand for community services will increase.</p> <p>Specific needs will depend on population, and the needs of residents will be different to seasonal workers.</p>	<p>Service provision is reliant on NDIA and other funding, and increased demand would lead to additional funding for these programs.</p> <p>Stakeholder consultation revealed the current needs are aged care and support, drug and alcohol support, and accommodation support (particularly in winter).</p>

Infrastructure type	Current provision	Benchmark requirement	Future demand	Need
	Reliance on Cooma for larger organisations. Visits to Jindabyne can be sporadic.			
Sporting facilities	<p>Sport and Recreation Centre</p> <p>Bungarra Alpine Centre</p> <p>Jindabyne Bowling and Sports Club</p> <p>Thredbo Leisure Centre</p> <p>2 pools</p> <p>6 Mountain bike and BMX parks and over 100km of dedicated trails</p> <p>2 sports ovals</p> <p>1 equestrian</p> <p>3 tennis</p> <p>Disc golf and 9 hole golf course</p> <p>Sailing club</p> <p>2 school sports halls</p>	<p><i>NB: The Sports Infrastructure Study by DHW has more detail on the provision and benchmarks for each sport.</i></p> <p>For this study relevant benchmarks are:</p> <p>Indoor recreation centre 1:10,000</p> <p>Indoor aquatic/fitness centre 1:30,000</p> <p>Sports fields 1:6,000</p>	<p>Both residents and visitors to the area utilise sporting facilities.</p> <p>Resident population is projected to rise from 7,287 residents to 11,854 residents by 2061.</p> <p>Peak total population (including visitors and seasonal workers) is projected to rise from 27,326 to 45,172 by 2040 and back to 38,662 by 2061.</p> <p>The Jindabyne Sport and Recreation Centre is a focus for the study and is likely to have usage driven through tourism and increased community access. Stakeholder engagement revealed there is a perception in the community that the Centre is not accessible for community use.</p> <p>Stakeholder engagement indicated the swimming pool in Jindabyne needs upgrading or refurbishment.</p>	<p>Sport and recreation are important to the local community in Jindabyne, are a driver of tourism, and a focus for the SAP. The number of sporting facilities in the area is adequate for the current population, but their quality could be improved.</p> <p>Community access to the Jindabyne Sport and Recreation Centre should be improved by opening up the site and locating more community sport activities on site.</p> <p>The swimming pool is likely to be best placed to be within the Centre site.</p> <p>Stakeholder engagement indicated additional indoor courts and upgraded sports fields and amenities would be well utilised by the community.</p>

Infrastructure type	Current provision	Benchmark requirement	Future demand	Need
	Alpine sports – Perisher, Thredbo, Charlotte’s Pass			
Open space (parks, sporting, recreation and green space)	<p>140.9 ha formally zoned recreation</p> <p>37,538 ha National Park and Nature Reserve</p> <p>--</p> <p>Jindabyne Foreshore</p> <p>Bike trails – throughout National Park</p> <p>Hiking trails – throughout National Park</p> <p>Jindabyne Shared Trail Network (Southern Network) – 60 kms</p> <p>Alpine resort facilities – pools, golf, tennis, gym, trampolines and canoeing</p> <p>2 skate parks – Jindabyne and Thredbo</p>	<p>Accessibility and connectivity</p> <ul style="list-style-type: none"> - Local: 5 minute walk/400m walk - District: 25 minute walk/2km - Regional: up to 30 minute travel time <p>Distribution</p> <ul style="list-style-type: none"> - Local 400m from houses - District 2km from most houses - Regional 5-10km from most houses <p>Size and shape</p> <ul style="list-style-type: none"> - Local park 5,000-7,000m² - Per sporting requirements <p>Quantity</p> <ul style="list-style-type: none"> - In proportion to surroundings <p>Quality</p> <ul style="list-style-type: none"> - Design and ongoing maintenance 	<p>Resident population is projected to rise from 7,287 residents to 11,854 residents by 2061.</p> <p>Peak total population (including visitors and seasonal workers) is projected to rise from 27,326 to 45,172 by 2040 and back to 38,662 by 2061.</p> <p>Open space in the area is valued by residents and tourists alike. The vast area of national park is a key attraction.</p> <p>Both residents and visitors utilise open space and recreation facilities. Stakeholder engagement revealed Jindabyne town is not pedestrian-friendly, and it is difficult to get around.</p> <p>The trails network – biking and hiking, as well as the Lake Jindabyne Shared Trail Network, are key open space assets for residents and visitors.</p> <p>Stakeholder engagement emphasised the need for an upgraded skate park at the foreshore.</p> <p>Stakeholders expressed the need for designated snow play areas in the alpine resorts.</p>	<p>Open space should be incorporated into the design of the Jindabyne town centre and surrounds. The Jindabyne foreshore area is currently underutilised and will benefit from the SAP process and improved, best practice design.</p> <p>Aspects of quality including connectivity, access, landscape setting, demographic demand, condition, size, shape and topography, maintenance, adjacent land uses, vegetation and shade, biodiversity, safety and sustainability should be considered.</p> <p>There is a need for improved connections and walkability to open space and recreation opportunities, including green corridors. Connections to Lake Jindabyne from town need to be improved, and walkable access provided (uninhibited by main road).</p> <p>In addition, ensure 400 metre and 5 minutes walking catchment for local open space.</p> <p>The Lake Jindabyne foreshore area should be activated to improve utilisation through best practice design, and to allow for additional activities and events.</p>



Infrastructure type	Current provision	Benchmark requirement	Future demand	Need
	Camping grounds Playgrounds x 9 - Jindabyne x 5 - East Jindabyne x 1 - Tyrolean x 1 - Thredbo x 1 - Kalkite x 1	<ul style="list-style-type: none"> - Clean, well maintained, shaded and visually appealing - Access, landscape setting, demographic demand, condition, size, shape and topography, maintenance, adjacent land uses, vegetation and shade, biodiversity, safety and sustainability Diversity <ul style="list-style-type: none"> - Ages, abilities and fitness - Range of options Skate park 1:5,000		<p>It is important to plan for diversity of recreation options – more options for young children and appropriate activities for older youth. Inclusivity and activities for a range of ages and abilities need to be provided.</p> <p>Recreation options should include:</p> <ul style="list-style-type: none"> – Local play for the very young (up to 5 years) – Local children’s play (5-12 years) – Older children’s activity space (10-15 years) – Youth recreation space (13-20 years) – Local recreation space – Active recreation space – Large community outdoor recreation area – Fitness and exercise space – Trail and path-based recreation – Organised sport and recreation – Off-leash dog exercise area. <p>Other specific initiatives that were revealed as important to stakeholders are:</p> <ul style="list-style-type: none"> – Upgrade the skate park at the foreshore and provide youth with expanded activities such as a basketball court. – Upgrade the quality of existing playgrounds to (at a minimum) incorporate shade and access to water facilities, and allow inclusive access. – Foster development of the trails network as a tourism opportunity and open space provision for residents. – Provide designated snow play areas in the alpine resorts.



Infrastructure type	Current provision	Benchmark requirement	Future demand	Need
Art and culture	<p>Snowy River Visitor Centre</p> <p>Memorial Hall</p> <p>2 art galleries</p> <p>Regular festivals and events for art, music, culture and sport</p> <p>10 sculptures along the foreshore</p> <p>5 memorials along the foreshore</p> <p>1 listed Aboriginal Place of Significance</p>	<p>Not readily available</p> <p>Guidelines and best practice policy</p>	<p>It is expected development of the Snowy Mountains SAP will increase the number of festivals and events, and enhance the focus on culture.</p> <p>The local arts community has expressed their desire for a strong focus on arts and culture to remain, with opportunities to expand on offerings in the area.</p> <p>Arts and culture provide mental health benefits to the community and presents a tourism opportunity.</p> <p>Memorial Hall has planned upgrades to the heating and cooling system to improve its functionality and comfort. However, further upgrades should be planned to ensure the Memorial Hall remains relevant and used in the future.</p>	<p>To date the cultural history of the Snowy Mountains Region has focussed largely on European heritage.</p> <p>There is an opportunity to incorporate elements of local Indigenous culture and heritage into the SAP. Opportunities for Return to Country and highlighting culturally significant local features should be developed through further engagement with the local Monero-Ngarigo people.</p> <p>The Memorial Hall should be further upgraded for increased use. This should include installing lighting and sound for performances, and upgrading the façade of the building to align with the visual aesthetics of the future public realm of the town square.</p> <p>Public art spaces should be made available for local artists to display their art, including but not limited to sculptures and outdoor art on the Lake Jindabyne foreshore, artwork displays in community facilities and a youth-oriented space for legal graffiti and youth-focussed artistic expression.</p> <p>Lakefront infrastructure could be upgraded to allow for additional outdoor performances and events to take place on the foreshore.</p>

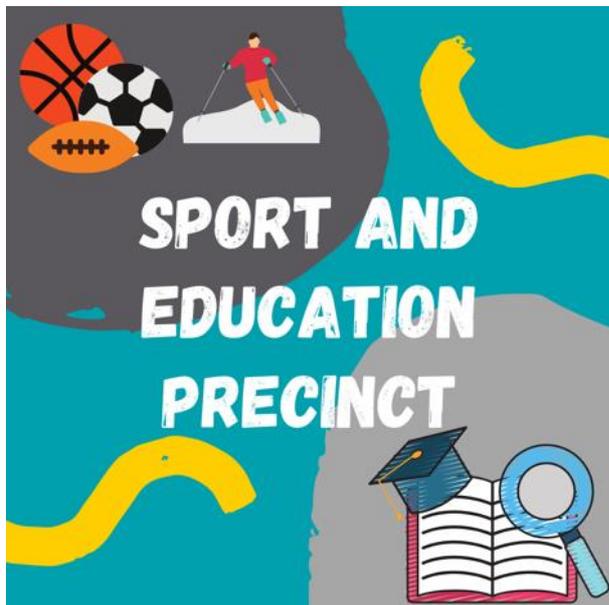
9 Recommendations and opportunities

The Social Infrastructure Study has assessed the existing supply of social infrastructure in the Snowy Mountains SAP study area, taken into account the future population and tourism growth of the area, and applied benchmarks and best practice to determine the future needs and opportunities to be planned. The opportunities identified will ensure the Snowy Mountains SAP and local government can respond to the changes that occur as a result of the proposed infrastructure investment and associated tourism and population growth.

The recommendations for social infrastructure are captured under the following themes:

- Develop a best practice, future-focussed sport and education precinct at the Jindabyne Sport and Recreation Centre
- Provide services and facilities for all population groups and users
- Improve the quality and connectedness of open space and recreation
- Foster social sustainability through community support and by building community resilience.

9.1 Develop a best practice, future-focussed sport and education precinct



1. Create a sport and education hub at the Jindabyne Sport and Recreation Centre that is focussed on elite sport, community sport, university and school education, and outdoor education.
2. Relocate Jindabyne Central School to a new site at the Jindabyne Sport and Recreation Centre. The future school should be best practice and future-focussed, utilising sustainable design principles.
3. Improve community sport facilities, including closing the current Jindabyne pool and providing an aquatic centre at the Jindabyne Sport and Recreation Centre.
4. Improve community access to the Jindabyne Sport and Recreation Centre by creating walkable connections.

9.1.1 Provide tertiary education

Establish presence of TAFE NSW and Canberra University on the Jindabyne Sport and Recreation Centre site. TAFE NSW and Canberra University have expressed a desire to be located on site and offer aligned courses with flexible delivery modes. Their presence will strengthen the offerings of the sport and education precinct, provide options for local school leavers, increase retention of young people in the area,

and enable elite sportspeople to study and further their education whilst training. The education provided will be aligned with the tourism and exercise science offerings of the precinct, and will help ensure a skilled workforce is available in the area.

9.1.2 Provide secondary and primary education

Relocate Jindabyne Central School to the Jindabyne Sport and Recreation Centre site. The existing Jindabyne Central School site is inadequate for the size of the student population, with large numbers of demountable buildings being used, and very little play space available. Given the current population of the school, the relocation is a priority for social infrastructure in the SAP. The school should be located in the new sport and education precinct located at the Sport and Recreation Centre. The school may be separated into a primary and secondary school to accommodate further growth in numbers, and provide more focussed management of the age cohorts. The intent should not be to create a “sport” school, despite its location, but to continue to offer a broad range of opportunities for all student interests and pursuits. Shared use agreements for the Sport and Recreation Centre facilities should be explored.

Options continue to be progressed in consultation with NSW School Infrastructure, the funding agency. There is the opportunity to consider developing a best practice, future-focussed school, using digital technologies, sustainable buildings, and shared community resources.

There is also a need to attract and retain qualified teachers. This may be partially addressed by providing affordable housing in the area. Stronger pathways for school leavers into entry level jobs, and the addition of TAFE NSW and University of Canberra, will assist in retaining young people in the area.

9.1.3 Expand outdoor education opportunities

The Jindabyne Sport and Recreation Centre already provides outdoor education opportunities. Expanding on these could bring more school and youth groups to the area.

9.1.4 Improve community sports facilities

The community already uses the facilities at the Jindabyne Sport and Recreation Centre. However, conflicting demands on indoor facilities and perceptions of limited accessibility impede full use of the site. It is recommended the Jindabyne Pool is retired, and a new aquatic facility for community and elite sports use be developed. In addition, the oval and athletics track could be upgraded for improved community use, and additional indoor courts provided to enable a broader range of uses by the community (and elite sports).

9.1.5 Provide strong connections to Jindabyne town

It is important the Jindabyne Sport and Recreation Centre is well connected to Jindabyne town and future residential growth areas via walkable and cyclable routes. This is to encourage the community to use the site, and overcome the existing perception that the facilities are not easily accessed for community use. Any route that is developed needs to be safe for use by all ages and abilities, considering the terrain of the land between Jindabyne town and the Jindabyne Sport and Recreation Centre.

9.2 Provide services and facilities for all population groups and users

5. Ensure inclusivity and access to social infrastructure for a broad range of spaces for all ages and abilities.
6. Provide a permanent branch library for Jindabyne, connected to a new community centre.
7. Develop a community centre in Jindabyne to replace and expand the offerings of the current Neighbourhood Centre, including formalised spaces for community services, meeting spaces, performance space, library and youth hub.
8. Refurbish and refresh the Memorial Hall so it is more fully utilised and aligns with the visual amenity of the future town centre.
9. Aged care needs to be provided in a walkable distance from the town centre, with co-located childcare an option to explore.
10. Consider future health needs in conjunction with population forecast numbers. Urgent medical care and sports related injuries need to be considered, given the nature of activities proposed in the SAP.
11. Emergency facility upgrades are required for Fire and Rescue NSW, Rural Fire Service NSW and NSW Ambulance. The location of these should be on a main thoroughfare for quick access. NSW Ambulance requires a new site to be acquired in place of the land currently owned. NSW Police have upgrades in progress that will address their needs. Emergency service access to difficult terrain needs to be considered for response time planning.
12. Provide a youth hub with youth support and youth activities to engage local youth population. Activities on the foreshore for young people may include an upgraded skate park, half basketball court and a swimming area at the lake.



9.2.1 Ensure inclusivity and access

Existing social infrastructure and the development of new facilities needs to consider all ages and abilities in the accessibility of services. This includes physical access and availability of a broad range of services that caters to community needs. Inclusive design for all abilities should be prioritised. While the population is generally comparatively advantaged, considering access costs of social infrastructure is important to meet the needs of service workers or lower income sections of the population.

9.2.2 Provide a permanent branch library

The current library within the Neighbourhood Hub is small, and the mobile library is only available on specific days of the week. The community has expressed a need for a permanent branch library. Indeed, one is expected to be provided because funding has been allocated through the previously-approved school upgrade and library project. The library should be located in the centre of town to ensure all ages and sections of the community can access it. It is envisaged the library will provide for educational needs

for youth, adult education, meeting spaces, technology access and engagement and social interaction for older people. Funding arrangements to make this happen are in progress through Create NSW.

9.2.3 Develop a community centre

The Neighbourhood Hub is a small space that is over-utilised. The local community needs a larger space for community services to meet existing and future needs. A larger space with private meeting rooms will enable community service providers to assist the population in a confidential manner, and it will make it easier for such organisations to come to Jindabyne more regularly. A new community centre should be established centrally at the current Jindabyne Central School site, once the school has been relocated. This facility should be a flexible, multipurpose facility to include a community services space, performance space, meeting spaces, co-working/business space, library, youth services and a café that could be run as a social enterprise.

9.2.4 Refurbish and refresh the Memorial Hall

The current Memorial Hall holds community value, having been developed as a community-led project. It is also a valuable space for the community, which fosters their love of arts, culture and events. While the Memorial Hall is used by sections of the community, there is potential for it to be better-utilised for community meetings and events. There are current plans to upgrade the hall to improve comfort in the existing space. Further improvements to the space could be made to modernise the inside of the building, including installing lighting and sound to enable use as a performance space. In addition, the façade of the building should be refurbished to align with the visual aesthetics of the future public realm of the town square.

9.2.5 Provide aged care

There is a well-established desire for aged care to be located in Jindabyne, so local people can remain in the area as they age. As the population grows in the future, additional aged care will be needed. A mix of high and low care should be considered, though it is likely the needs for this population are mainly low care, as they tend to be an active and relatively healthy population. Future aged care should be located close to the centre of town to enable walkable access to services. The psychological and social benefits of intergenerational care are well recognised. Therefore, co-location or a visitation arrangement with a local childcare facility should be explored to benefit both age cohorts. Aged care can be either government-funded or privately-funded.

9.2.6 Provide additional childcare

Local childcare is currently at capacity and there are waiting lists. With a growing population, particularly in ages 0-4 years, additional childcare will be needed as the SAP develops. As above, this may be co-located with the aged care facility.

9.2.7 Increase health services

Stakeholder engagement revealed health services are under pressure, particularly when visitation peaks in the winter season. Emergency cases are referred to Cooma Hospital, which has adequate beds for the existing population, but will require expansion with the increased population from the SAP.

NSW Health should consider expanding care provided through Cooma Hospital, or providing high-level care within Jindabyne. This will need to cater for increased demands from population growth, accidents

and medical emergencies due to high-risk adventure sports planned in the SAP, alpine driving, and some sub-cultures within adventure tourism associated increased drug and alcohol use. Future demand for health services will need to be modelled by NSW Health to ensure adequate health services are provided. NSW Health models should also take into account the high-risk nature of the planned activities in the SAP, and that the SAP's distance to the nearest referral hospital for cardiac incidents (Canberra Hospital) is outside the required response time.

Stakeholder engagement revealed it was difficult to recruit skilled medical staff. Efforts to recruit and retain general practitioners to the area need to be ongoing, to cope with existing and ongoing demand placed on doctor-patient ratios.

9.2.8 Relocate, upgrade emergency services buildings and facilities

Existing emergency services facilities are at capacity, with the buildings in Jindabyne town centre requiring upgrading and/or expansion. The SAP will increase population growth, and visitor numbers are expected to increase fairly quickly over the next 20 years. Additional factors such as Snowy Hydro 2.0 and climate change are also impacting on demand for emergency services.

NSW Police have plans in place to upgrade all three stations within the study area. Fire and Rescue NSW, NSW Rural Fire Service and NSW Ambulance also require upgrades to their facilities, with Fire and Rescue NSW and the NSW Rural Fire Service willing to consider co-location. NSW Ambulance currently owns land with the Snowy Mountains Grammar School site. It is recommended this land is sold back to the school and an alternative piece of land is allocated for NSW Ambulance (size requirement 2500m²).

Access roads and telecommunications are integral to planning emergency services, particularly in a remote alpine environment with unpredictable conditions. With future population growth, increased visitation and increased adventure activities for tourists, the demand for emergency services will continue to grow as the SAP develops. This needs to be carefully monitored to ensure provision of services keeps up with this population and visitation growth.

9.2.9 Provide a youth hub

Local youth do not have a space where they can confidentially meet with local youth development officers. Stakeholder engagement revealed that youth tended to be disengaged and lack activities to do. A youth hub and space by the foreshore would enable youth to access services and activities in a safe and connected way. To better cater to the youth of the local area, it is recommended the existing skate park is upgraded, a half basketball court is built alongside it, and a modular space for indoor and programmed social activities is located nearby. Council is willing to service and support the development of these facilities.

9.3 Improve the quality and connectedness of open space and recreation



13. Improve the quality, function and usability of open space throughout the SAP, with a particular focus on activating the foreshore. This includes additional outdoor activities, quality landscaping and design for all age groups, and encouraging events.
14. Improve the connectedness of open space and public social infrastructure, including linking open space, parks, sports fields, walkable shady streets and social infrastructure for the health and wellbeing of the community.
15. Upgrade condition of existing ovals and playgrounds.
16. Provide opportunities for the local art community to contribute to public art and performance.
17. Foster development of the trails network for community recreation, walking and mountain biking, and as a tourism opportunity.

9.3.1 Improve the quality, function and usability of open space and recreation

Open space is highly valued by the community, and currently well provided for in terms of quantity. The quality, design and maintenance of these spaces can be improved to maximise the positive health and wellbeing outcomes they bring. Development, upgrade and integration of open space, recreational areas and sporting fields will be important to help support the current and future populations.

Upgrades to the quality of open space might include improved visual and physical access, enhancing the use of space within the landscape, providing additional vegetation and shade, diversity of recreation activities for all ages and abilities, improved maintenance, upgrading the condition of playgrounds, and improved connections including green corridors.

Upgrading the foreshore area to improve utilisation through best practice design, additional activities and events is an important part of the SAP. The existing skate park should be upgraded and additional activities for children and youth located nearby, such as a half basketball court, small pump track and connection to water-based activities.

Benchmark indicators provided in section 8.2.2 and the NSW Government Architect's Draft Greener Places Design Guide provide further guidance here.

9.3.2 Improve connectedness of open space and public social infrastructure

The NSW Premier's Priority for Greener Public Spaces outlines the benefits of providing walkable access to quality public space through an integrated, walkable public space network. This includes linking open space, parks, sports fields, walkable shady streets and social infrastructure. Doing this will support community health and wellbeing, as well as providing environmental and economic benefits.

It is currently difficult to walk around Jindabyne town centre, with locals preferring to drive short distances rather than walk. In addition, open space is lacking in quality and accessibility. Future development in the SAP should align with the principles in the public space study:

- Creating a premier lakeside linear park;
- Streets and places for people;
- Ensure a welcome for all; and
- Create a greener Jindabyne.

These principles are more fully detailed in the Public Space Study by Jensen Plus.

9.3.3 Upgrade existing ovals and playgrounds

While the numbers of ovals and playgrounds is adequate for the population, for most, the quality could be improved. This will enhance use and provide a community benefit of recreation and play space. Future playgrounds should incorporate shade cover and vegetation, along with seating. The NSW Government's *Everyone Can Play* guideline³⁹ provides an outline of best practice for how to create inclusive, quality playspaces for the future.

9.3.4 Provide opportunities for the local art community to contribute to public art and performance

The local art community has expressed a desire to contribute to the public space through art, mural and legal graffiti spaces. The walking paths and trails along Lake Jindabyne Foreshore (planned and current) provide an opportunity for sculpture and mural art. The youth area near the skate park, and also possibly near the planned new youth hub in the centre of town, could provide an opportunity for youth art and legal graffiti. Improvements to the outdoor performance space and sculpture trail at Banjo Paterson Park and the Claypits would include infrastructure upgrades, particularly for power, lights and to ensure accessibility.

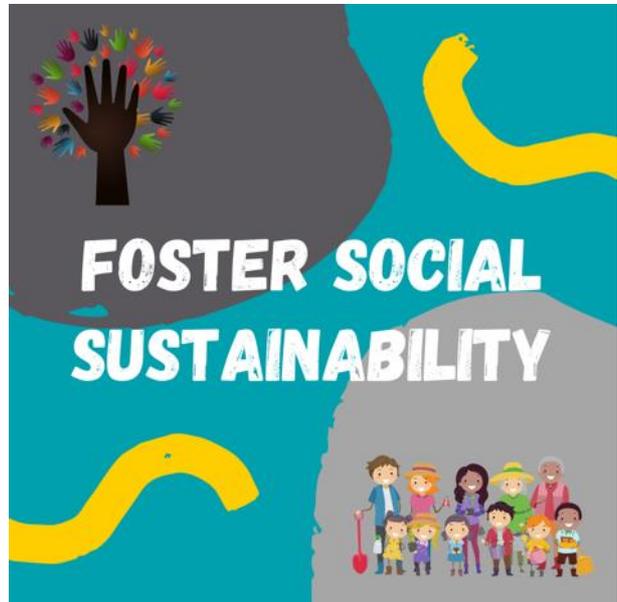
9.3.5 Foster development of the trails network

The trails in the SAP area are an asset for the community and visitors alike. Trails can be used for hiking, running and mountain biking and they deliver environmental, social and economic benefits to the area. There is not yet a guide to the trails in the area. The SAP would benefit from having a map of trails with indications of difficulty and terrain type.

³⁹ <https://www.planning.nsw.gov.au/-/media/Files/DPE/Guidelines/everyone-can-play-guideline-2019-02-20.pdf>

9.4 Foster social sustainability through community support and by building community resilience

18. Plan to facilitate community growth through the change process with open and transparent engagement.
19. Recognise and educate the community about Indigenous culture and heritage through thoughtful design, following engagement with the local Indigenous community elders.
20. Provide affordable housing for service providers and seasonal workers to reduce barriers for skilled workers.
21. Encourage social responsibility initiatives by future and current resorts in the precinct to improve connection to and involvement with the community.
22. Establish clear management and governance of new facilities with clear funding arrangements, and explore public-private partnership opportunities.



9.4.1 Support the community through change

The local community faces a large degree of change as a result of the SAP and other global factors. Therefore, it is important to build and foster community resilience and social cohesion. It will be important to have local “champions” of the SAP who can help guide the local community through the process and the inevitable changes that the SAP will bring.

The community have expressed a desire for additional services and infrastructure. However, they are also apprehensive about how growth in tourism may impact lifestyle. It is important to openly communicate with the local community. This includes expressing the benefits of the growth in tourism numbers for the economy, emphasising how community needs have been prioritised, and working with the community through any challenges that may arise with transparency. Maintain contact with the community and continue to provide opportunities to input into the SAP development.

9.4.2 Recognise and educate the community about Indigenous culture

There is currently little focus in the local area on Indigenous history and the Monero-Ngarigo people. More needs to be done to recognise, and educate the community about, the Aboriginal history of the Snowy Mountains region. Connection to Country will also be about Return to Country, and how the SAP can provide opportunities for Indigenous people through employment, art and recognition of heritage and culture. Through the Heritage Study for the SAP, an anthropologist has explored the values and culture of the local Monero-Ngarigo people. These cultural values should be reflected in the design of the SAP. This

may be achieved through a dedicated trail highlighting important aspects of Indigenous culture, design elements throughout the SAP, or other features developed in consultation with the local community.

9.4.3 Provide affordable housing

Education and health service providers described difficulty in accessing long-term affordable housing in the area. This is due to the proliferation of seasonal rentals such that housing becomes effectively unavailable to local workers through the peak tourism season. Additional housing needs to be provided to ensure lack of housing is not a barrier to bringing qualified service providers to the region.

9.4.4 Encourage social responsibility initiatives

Alpine resorts can be engaged with, and contribute, to the local community through employee contributions. Vale Resorts at Perisher is already connected with the community and driving such social contributions. New resorts should consider ways they can give back to the local community and foster a positive relationship with local residents. There may also be the opportunity to encourage Indigenous employment at the ski resorts or other tourism ventures.

9.4.5 Establish clear management and governance

There are many new items of social infrastructure proposed through this study. It is important that governance, management and maintenance arrangements are planned from the outset, so costs and responsibilities are clear.

Funding may be provided through public funding, private funding or by public-private partnership, depending on the service or facility. There is the opportunity to create partnerships with Council, Indigenous groups, state government, non-government and private sector bodies in delivering and funding social infrastructure.

A tourism or bed levy may be appropriate to consider, so visitors to the area contribute to services they will use, and alleviate the pressure placed on local residents to fund services and facilities that are used by residents and visitors alike.

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Appendix A - Stakeholder Engagement Plan



Stakeholder Engagement Plan

**Snowy Mountains Special
Activation Precinct – Social
Infrastructure Study**



Planning,
Industry &
Environment

June 2020



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Purpose of the document

This document outlines the approach to be taken for stakeholder engagement for Stages 1 and 2 of the Social Infrastructure Study in the Snowy Mountains Special Activation Precinct (SAP) project.

It is intended to inform the NSW Department of Planning, Industry and Environment (DPIE) of the proposed approach and to guide the consultation and engagement through the first two stages of the project.

This document outlines:

- Project background
- Stakeholder engagement objectives
- Key messages
- Stakeholder engagement approach
- Discussion points and questions

If there is any feedback about the content and approach proposed, it is requested that DPIE get in contact as soon as practical to ensure adjustments are made in line with expectations prior to engagement commencing.

Project background

On 15 November 2019, the NSW Government announced its commitment to investigating the Snowy Mountains SAP, to revitalise the Snowy Mountains into a year-round destination and Australia's Alpine Capital, with Jindabyne at its heart.

The focus for the Snowy Mountains SAP is one that looks to the future of the region through:

- enabling year-round adventure and eco-tourism
- improving regional transport connectivity
- shifting towards a carbon neutral region through investment in renewable energies and offsetting
- increasing the lifestyle and wellbeing activities on offer, and
- supporting Jindabyne's growth as Australia's national winter Olympics training base.

The Structure Plan (including tourism, housing and accommodation, urban design, public space, landscape architecture, sustainability, social infrastructure and sport infrastructure) will be informed by community engagement and the other six technical studies. The end result of the Snowy Mountains SAP Structure Plan will be a planning framework for future growth in Jindabyne and the Snowy Mountains.

The outputs of the combined seven technical studies will be used to inform infrastructure requirements needed to activate the precinct and provide an evidence base to inform NSW Government decisions to undertake government-led infrastructure investment and catalyse high-productivity economic activity in the precinct.

Snowy Mountains SAP location and context

The investigation area for the Snowy Mountains SAP is 72,211 hectares, shown on the map below. It is located within the Snowy Monaro Regional Council area, in south-eastern NSW. The central town of Jindabyne is located about 180 kilometres south of the Canberra CBD, and about 460 kilometres southwest of the Sydney CBD.

The region is connected primarily by road via the Snowy Mountains Highway and the Monaro Highway. Jindabyne Airport is also located within the study area.

The original inhabitants of the Snowy Monaro Regional Council area were the Ngarigo Aboriginal people.

The study area includes Jindabyne township and surrounding communities, high visitation areas of the Kosciuszko National Park (Thredbo, Perisher, Charlotte's Pass, Bullocks Flat Terminal, Kosciuszko Mountain Retreat Alpine Resort, Sponars Alpine Resort and Ski Rider Alpine Resort).



Social Infrastructure Study

The Social Infrastructure Study for the Snowy Mountains SAP aims to ensure that social infrastructure provides liveability for residents and amenity for visitors, accounting for the variation in populations across the year.

Social infrastructure for the purposes of this study includes:

- Primary, secondary and tertiary education (private and public).
- Healthcare facilities including hospitals, ambulance services, and medical clinics, and general practitioners.
- Emergency response services and facilities, including police, fire and rescue, rural fire service, SES, HAZMAT and biosecurity.
- Community centres, including youth, aged care and education centres/facilities, multi-purpose centres, and childcare centres (long day-care, OOSH/after school care, preschools).
- Libraries.
- Services and infrastructure for people with disabilities.
- Recreation and sporting facilities, including sporting fields and courts, ovals, swimming pools, indoor and outdoor local and regional sporting centres
- Playgrounds and skate parks.
- Public open space (passive and active).

Previous engagement undertaken

It is acknowledged that previous engagement has been undertaken in the *Go Jindabyne Masterplan* as follows:

- Community engagement for Go Jindabyne resulting in the *Go Jindabyne Community Statement* and the *Go Jindabyne Vision and Principles* document.
- Stakeholder engagement for the *Go Jindabyne Social Infrastructure Assessment and Services* study by AECOM.

These studies have provided context and helped shape the approach for this stakeholder engagement plan.

Key issues or ideas to explore

Through the previous work done, some ideas and concepts have been proposed and needs have been identified. These include:

- Colocation of Jindabyne Central School vs keeping the school centrally located
- Tertiary education provision/programs



- Potential for more advanced medical care in Jindabyne
- Community Hub and associated services
- Community library, located at a new community hub or at the school
- Upgraded Memorial Hall
- Development of a residential aged care facility
- Need for engagement of youth
- Improved use of open space, especially the foreshore of Lake Jindabyne
- Improved accessibility and walkability
- Improved connection between town centre and sports facilities.



Stakeholder engagement objectives

At this stage of the study, engagement is proposed to inform the Context Analysis and Baseline Analysis Reports for the Social Infrastructure Study.

Stakeholder engagement is placed within the context of the broader community consultation that DPIE is undertaking on the project, and does not seek to duplicate any of these efforts, but rather to complement it and seek deeper insight and information in the specific subject area of social infrastructure.

Engagement objectives – Social Infrastructure Study

- To proactively engage with key stakeholders to ensure their input to the study is obtained where appropriate
- To test understanding and previous assumptions made in the context of the SAP
- To develop a deeper understanding of the state of social infrastructure in the study area
- To explore ideas and the implications of these in regards to the provision of social infrastructure.



Key Messages

Special Activation Precincts

- NSW Government is delivering a co-ordinated approach to fund, design and deliver economic growth via the special activation precincts
- NSW Government is reducing red tape through fast-tracked planning as well as leading development and investment in the SAPs
- The Special Activation Precincts will create jobs and opportunities by providing innovative and sustainable infrastructure
- We are working with stakeholders to design functional, people-centred places which acknowledge the surrounding landscape
- Special Activation Precincts are a way of investing the Snowy Hydro Legacy Fund into regional NSW
- Local communities are central to the success of each Special Activation Precinct. We will listen to communities and stakeholders about what they want to see in their region
- The master plans will be informed by technical reports and community engagement

Snowy Mountains SAP

- The NSW Government is investigating a Snowy Mountains Special Activation Precinct, which will focus on year-round tourism, improving regional transport connectivity, and supporting Jindabyne's growth as a national training base for high-performance alpine athletes.
- The master plan will set out a 2041 vision for the Snowy Mountains Special Activation Precinct that considers the needs of locals and visitors, so the precinct not just copes with current and future growth but thrives on it for decades to come.
- The master plan will be informed by a range of technical investigations that considers all aspects of the area, including tourism, transport, training and education, health, local economy and jobs, accommodation, housing, roads, the environment and all factors that contribute to the distinct local character of the region.
- The technical studies will cover an investigation area across 840.6sqkm of land, which will include a possible location of an airport, and will also involve consulting extensively with the community.
- We will consider the work that has been undertaken through the Go Jindabyne master plan and will incorporate the community's big ideas as part of the Snowy Mountains Special Activation Precinct master plan.
- The Go Jindabyne Master Plan now encompasses a broader area beyond the Jindabyne township to take advantage of all that the Snowy Mountains has to offer.



- Master planning for the Snowy Mountains Special Activation Precinct is anticipated to take approximately 12 months, with the draft plan going on public exhibition in early 2021.

Social Infrastructure Study

- The Social Infrastructure Study seeks to ensure that social infrastructure provides liveability for residents and amenity for visitors, accounting for the variation in populations across the year.
- We will analyse social infrastructure and public space in the study area by desktop analysis and consultation with stakeholders. We will ground truth this analysis as soon as COVID-19 restrictions allow.
- We will consider the work that has taken place through the Go Jindabyne Master Plan studies and work to build on this information.



Stakeholder Engagement Approach

Stakeholders to be consulted

Stakeholder	Reason	Approval sought?
DPIE	<ul style="list-style-type: none"> • Understanding of existing issues to be considered • Agree on benchmarks to be used • Agree on population projections to be used to analyse current capacity 	
Council -Youth services -Community development -Community services	<ul style="list-style-type: none"> • To source information on social infrastructure, information on capacity, community engagement background and context/key issues. • Further information needed on community services, aged care, youth services, disability services, library, parks and development proposals) 	
Emergency Services -FRNSW and RFS -Police -Ambulance	<ul style="list-style-type: none"> • To understand capacity, key issues, concerns • To determine need for site expansion or availability 	
Inclusive Infrastructure, Placemaking and Experience at the Department of Regional NSW	<ul style="list-style-type: none"> • Seeking to improve open space accessibility 	
School Infrastructure NSW	<ul style="list-style-type: none"> • Information on school infrastructure, capacity and issues • Seek input on the Jindabyne Central School location 	
TAFE Infrastructure NSW	<ul style="list-style-type: none"> • Information on planned site, capacity, focus areas, any other relevant details 	
Canberra University	<ul style="list-style-type: none"> • To continue engagement DPIE has undertaken to date on possible site and course options 	Yes
NSW Health -Department reps	<ul style="list-style-type: none"> • Information on health infrastructure, capacity, and issues 	



-Ambulance

Jindabyne Central School	<ul style="list-style-type: none">• Key stakeholder in possibility of co-located education/sport site• Principal and President, P&F• Includes questions from Sports Infrastructure Study	Yes
Snowy Mountains Grammar School	<ul style="list-style-type: none">• Further context on education in Jindabyne and surrounds. Have a DA in with Council for expansion.• Principal and President, P&F• Includes questions from Sports Infrastructure Study	Yes
Snowy River Health Centre	<ul style="list-style-type: none">• On the ground understanding of medical practice and key issues/needs• Explore the need for expansion of services under SAP	Yes
Jindabyne Sport and Recreation Centre	<ul style="list-style-type: none">• Combined consultation with Sports Infrastructure team to discuss co-located education/sports hub	Yes
Neighbourhood Centre	<ul style="list-style-type: none">• To follow up on consultation in Go Jindabyne and explore options under the SAP scenario	Yes

Method of engagement

Engagement will be undertaken via Zoom videoconference, with Liesl Codrington the lead consultant and a research assistant to take notes. Questions will be emailed to stakeholders in advance to allow them to prepare.

Engagement will be one on one interview with the exception of:

- Emergency services (group workshop conversation)
- Canberra University (light touch, email contact)

For engagement with Jindabyne Central School DPIE has requested that Rukshan de Silva be present.

Timing

Engagement with those agencies that do not require approval have begun and will continue over the coming two weeks. It is proposed that engagement with external stakeholders happen between 6 and 16 July. Interviews will be scheduled soon after approval is received from DPIE to go ahead.



Draft questions

Stakeholder specific questions

Schools

Note the previous engagement undertaken

- Can you tell me about your student population
 - How many students attend the school currently?
 - Are there particular pressures on the school at any given year level (younger/older)
 - Where do your students come from geographically?
 - Does your student population changes based on the time of the year (I seem to recall there is higher enrolment in winter?)
- Would you describe your service/facility at/below/above capacity?
 - What factors are contributing to this?
- How many staff are part of your organisation?
 - Do staff live locally?
- Do you have any issues attracting staff?
- Do you have any plans to expand or add to your services or facilities (immediate, short term, long term)?
 - What is the status of these projects?
- Do you have any existing partnerships?
- What would help retain school leavers to the area?
- What facilities and social services are required for the wellbeing of youth?
- What other social infrastructure could the area benefit from?

Specific for Jindabyne Central School

- Where would you like to see Jindabyne Central School located?
 - What are the advantages/disadvantages of this?
 - How about the alternative location. What are the advantages/disadvantage of this?
- If the Jindabyne Central School was to stay where it is, what are the gaps in sporting infrastructure that the school has (could be onsite, could be in the area)
- If the Jindabyne Central School was to be relocated, what sporting infrastructure would you like to have on a new site?

Specific for Snowy Mountains Grammar School

- I've been informed about a possible ambulance site in the middle of SMGS property. Can you update me on this?



- Is there a Master Plan being prepared? Can you share where this is at?

Tertiary education - TAFE

- I understand you've talked with DPIE and have an interest in locating a campus in Jindabyne. Can you fill me in on where you are at with planning or discussions on this?
- Have you thought about where a possible campus would be located?
- What courses are you considering running?
- Do you already run these courses in other locations?
- What facilities would you need to have available at a future campus, considering the courses you would look to run?
- What is your current analysis of the demand for these courses in the area?
- Is there a number of students that would make the campus viable?
- Would the options include online learning as well as face to face?
- What type of support would TAFE be seeking to progress the location of a campus in the Jindabyne area?

Medical/GP

- Would you describe your service/facility at/below/above capacity?
 - What factors are contributing to this?
- How many staff are part of your organisation?
- Do you have any issues attracting staff?
- Where do your patients come from (local or regional)?
- What aged care services are you connected to/do you refer people to?
- Do you have any plans to expand or add to your services or facilities (immediate, short term, long term)?
 - What is the status of these projects?
- What are the medical needs that are unmet in the area that should be addressed?
- What other social infrastructure could Jindabyne and the alpine villages benefit from?

Emergency Services

- Can you tell me about each of your services in regards to:
 - Station locations and times they are manned
 - If not 24/7, how are services provided during unmanned hours
 - Staff numbers
 - Area serviced
- Do any stations from outside the study area provide services within it?
- Would you describe your service and facility at/below/above capacity?
 - What factors are contributing to this?
- How does the tourism season impact on your service provision and capacity?
 - Do you have data on the increase in callouts/incidents?
- What other events or seasons impact your service provision and capacity?



- Do you have any plans to expand, relocate or add to your services or facilities (immediate, short term, long term)?
 - What is the status of these projects?
- What would the impact of another 2,000 or so permanent resident over the next 20-30 years have on your service? [note this is an indicative figure for discussion purposes and not prescriptive].
- If visitor populations were increased throughout the year (i.e. increase in summer/shoulder season) visitation, what impact would this have on the provision of your services?
- Are there any issues with the road network or other infrastructure that impact your ability to service towns?
- Are there any pressure points or issues for your service that we haven't covered yet?

Neighbourhood Centre

Note the previous engagement undertaken

- Can you tell me about the neighbourhood centre, the facilities and services provided?
 - Can you confirm the floor area of the centre? 80 vs 100m²
- How does the small size of the Neighbourhood Centre impact on its ability to service residents?
- Would you describe your service and facility at/below/above capacity?
 - What factors are contributing to this?
- Are there any existing plans to expand or upgrade the Neighbourhood Centre?
 - If so, what is the status of these plans?
- How many staff does the neighbourhood centre have?
 - Are they paid or volunteers?
 - Do you have sufficient staff?
 - What influences this?
- Does the visitor population tend to use the Neighbourhood Centre at all or is there an increase in use in line with tourism seasons?
- What are the priorities from a community perspective for an upgraded or reinvigorated Neighbourhood Centre?
- Where would the ideal location for a Neighbour Centre be in town?

Sport and Recreation Centre [to incorporated into consultation with Sport Infrastructure study]

- How does the community currently use your facilities? Visitors vs residents vs elite sport?
- Is there a peak period of demand for usage of the facilities?
- Which of your facilities are open for public use?
- Are there any facilities that aren't available for community or organisation use?
- If the school is to be co-located on site, what impact would that have on the facilities on site?



Appendix B – Stakeholder engagement findings

List of stakeholders in alphabetical order
Council – Community Development
Council – Community Services
Council – Youth Services
Create NSW
Fire and Rescue NSW
Jindabyne Central School
Jindabyne Medical Practice
Jindabyne Sport and Recreation Centre
NSW Ambulance
NSW Health
NSW Police
NSW Rural Fire Service
NSW School Infrastructure
Snowy Mountains Grammar School
Snowy Mountains Neighbourhood Centre
TAFE NSW
University of Canberra

Stakeholder	Adequacy of current facilities/resourcing	Opportunities	Constraints
Council – Community Development and Community Services	<ul style="list-style-type: none"> – General lack of provision of services in Jindabyne. Cooma is the service centre where the population accesses most community services. – Neighbourhood Centre plays a key roles in providing for social needs in the community and young seasonal workers. – Neighbourhood Centre is heavily reliant on volunteers and is constrained by lack of space and budget. – There is currently no private space available for visiting community services to meet with clients. – Local churches provide support to the community. 	<ul style="list-style-type: none"> – Multi-use, fit-for-purpose community centre that includes a community library, youth centre, heritage centre, meeting and business spaces, playground or park and formal community centre. – Building facilities that are inclusive and best practice, enabling all to participate equally. – Lots of good will in the community and desire to volunteer. – Provision of aged care services. – Art and cultural facilities to be used by community groups. 	<ul style="list-style-type: none"> – Drug and alcohol use are an issue through the winter season. – Mobility around town is difficult for those with mobility issues and prams. – Lack of affordable rental accommodation impacts on the population. – Census data is not seen as accurate due to seasonal influx of visitors.
Council – Youth Services	<ul style="list-style-type: none"> – Lack of suitable, safe and affordable spaces for youth to gather in Jindabyne. – Large range of services in Cooma with an expectation youth will travel to Cooma to access these. 	<ul style="list-style-type: none"> – Outdoor recreation spaces, such as a basketball court and upgraded skate park. – Youth hub, preferably as a standalone space with access to Council youth development officers, indoor and outdoor recreation, entertainment areas, study space, teaching areas and amenities. – Affordable accommodation for youth. 	<ul style="list-style-type: none"> – Road safety is an issue for crossing the main road from town to the foreshore.

Stakeholder	Adequacy of current facilities/resourcing	Opportunities	Constraints
Create NSW	<ul style="list-style-type: none"> - Memorial Hall has become outgrown and is unable to host events. - Infrastructure along the foreshore of Lake Jindabyne, including at Banjo Paterson Park, the Claypits and along the sculpture trail, needs upgrading, particularly to provide adequate power and accessibility. 	<ul style="list-style-type: none"> - Dedicated arts and culture facility that includes a regional gallery, artist workshop hub and performance space. - Public art, mural and graffiti spaces incorporated into open space design at the foreshore. - Upgrade infrastructure along foreshore of Lake Jindabyne An art and cultural trail, celebrating the region's cultural history and featuring public artworks and interpretive interactions, could provide a pivotal attraction for the region. 	
Fire and Rescue NSW	<ul style="list-style-type: none"> - Jindabyne, Thredbo and Perisher Valley stations. All have part time staff on call 24/7. - Staff are augmented in winter season. - Currently comfortably at capacity, but significant growth would present a problem in service provision. - Demand for services increases as population increases. - Significant population growth would cause an issue in meeting demand - Require new and bigger station with 24/7 crew in Jindabyne. 	<ul style="list-style-type: none"> - Will be getting new rapid response vehicle in 2021, located at Jindabyne. - New and bigger station in Jindabyne manned by 24/7 crew. - Co-location with Rural Fire Service possible, however with each having own parcel of land with some shared facilities. - Future move for Fire and Rescue to a place near new Connector Road. - Home design should include requirements for internal sprinklers for fire protection. - If summer tourism numbers increased, then a permanent crew at Jindabyne may be needed. 	<ul style="list-style-type: none"> - The road to Jindabyne from East Jindabyne is slow and adds to the response time. - Telecommunications networks are problematic and not reliable, impacting on communications in incident response, especially in mountains. - Climate change and bushfire risk is increasing.
Jindabyne Central School	<ul style="list-style-type: none"> - One combined central school (K-12) 	<ul style="list-style-type: none"> - Educational outcomes for students is key. 	<ul style="list-style-type: none"> - Attracting and retaining staff.

Stakeholder	Adequacy of current facilities/resourcing	Opportunities	Constraints
	<ul style="list-style-type: none"> - 801 students; 394 secondary, 407 primary (at Term 3, 2020) - 70 staff and 30 support teachers - Numbers fluctuate during the year with snow season (increasing by approximately 80 students in winter). - School numbers generally increase as population increases. - School is over capacity and reliant on demountable buildings. There are 23 permanent buildings on-site and 21 demountable buildings. - Inadequate play area for break times 	<ul style="list-style-type: none"> - Provision of a new school that provides for the full range of interests for students (not a sports-focussed school). - Tertiary education facilities – TAFE, remote universities and adult education. - Shared community sport and educational uses. - Indoor/outdoor learning environments. - Upgraded digital connectivity - Mental health and support services for youth. - More social infrastructure for under 25 year olds. 	<ul style="list-style-type: none"> - Affordable housing for teachers and staff. - School community has previously had an announcement of building expansion onsite and is eager progress to be made. - Accessibility to the planned site at the Jindabyne Sport and Recreation Centre. - Safety of students is paramount and adjacent uses to be considered.
Jindabyne Medical Practice	<ul style="list-style-type: none"> - General practice services are stretched in winter season. - Future development resulting in an increase in population, and an increase in adventure sports (resulting in more injuries), will see health needs increase as well. - Need for a Level 2-3 hospital in the area is seen as a priority. - Lack of mental health support. 		<ul style="list-style-type: none"> - Difficult to find medical practitioners to service the demand generated in winter. - Lack of affordable housing impacts on attracting skilled health workers to the area.
Jindabyne Sport and Recreation Centre	<ul style="list-style-type: none"> - 15 staff employed year-round. Additional staff in terms 1 and 3 (25 total) to cater for school groups. - Site is currently used by local residents, school groups, visitors to the area and elite sportspeople. - Local residents use some facilities on a casual basis. 	<ul style="list-style-type: none"> - Creation of a sport and education hub, including locating Jindabyne Central School and TAFE NSW on-site. - Management would like to become more community oriented and encourage use of the site by youth. 	<ul style="list-style-type: none"> - Community perceive the site as disconnected from the centre of town and inaccessible. - Access needs to be routed by the town end so that traffic does not go through student residential areas.

Stakeholder	Adequacy of current facilities/resourcing	Opportunities	Constraints
	<ul style="list-style-type: none"> - General drop ins from tourists are increasing - Community use peaks in summer for activities such as Little Athletics, BMX, cycling, gymnastics and navy cadets. - Outdoor education camps are also held on site. - Community facilities at the Sport and Recreation Centre are in need of updating 	<ul style="list-style-type: none"> - Create better, walkable connections to the Sport and Recreation Centre from town. - Create a community sports precinct. - Upgrade existing community facilities including the athletics track, oval, skate facilities, pump track and external ski training facilities. - Improve facilities and services to support high-performance athletes on site. - Aquatic centre to be used by the community as well as elite sportspeople. - Upgrade of on-site accommodation, especially to accommodate disabled athletes. 	
NSW Ambulance	<ul style="list-style-type: none"> - Jindabyne station has four staff and one relief. Open 0800-1900 Monday to Friday and on call after hours. - It is currently beyond capacity and requires an upgrade, however there are no plans in place at this stage. - Support is provided to the station by Cooma and Bombala. - Increased year-round incidents with increased activities and population increases. - Perisher is open from June to October. - Thredbo relies on Fire and Rescue NSW who are first responders. 	<ul style="list-style-type: none"> - NSW Ambulance have land located within the Snowy Mountains Grammar School site that they are happy to sell back to the school. If this occurs, Ambulance require an alternative site for upgraded facilities. - Future site for Ambulance could be along new Connector Road. Needs a site area of 2500 square metres. 	<ul style="list-style-type: none"> - Mountain areas provide ambulance response time and case time challenges and there is a need for specialist equipment. - Telecommunications are problematic. Mobile phones are not always reliable. - Road access over the dam is an issue in peak traffic times, especially for time-critical incidents.

Stakeholder	Adequacy of current facilities/resourcing	Opportunities	Constraints
NSW Health	<ul style="list-style-type: none"> - Health and medical services provided in Jindabyne, and during winter Perisher and Thredbo are also serviced. - Nearest hospital is in Cooma (45 minutes from Jindabyne). - Canberra is the referral centre for cardiac, trauma and stroke, but it is beyond the 90 minute response capacity. - Cooma Hospital currently provides sufficient care for the region, and there are no current plans to provide emergency health services in Jindabyne. - NSW Health have detailed models to plan for service requirements and will undertake their own modelling to determine future demand. - Demand for services will increase alongside population increase and increase in adventure tourism and sport. - Allied health services are adequately resourced in Jindabyne. 	<ul style="list-style-type: none"> - Expanded emergency department in Cooma is currently paused (December 2020), however will increase capacity once works are completed. - New medical facilities in Jindabyne, including provision of imaging - Expansion of Cooma Hospital to ensure high risk cases are responded to within the required timeframes. - Aged care facilities. 	<ul style="list-style-type: none"> - NSW Health modelling does not work to the same 40 year timespan as the SAP does. It models the next 10 years.
NSW Police	<ul style="list-style-type: none"> - Eight staff in Jindabyne, with eight additional seconded for winter season. - Hours vary across seasons with demand. - Currently comfortably at capacity. 	<ul style="list-style-type: none"> - Helpful to be located centrally in town for visibility and access to the population. - Ensure existing plans for building upgrades are retained in Jindabyne, Perisher and Thredbo. 	<ul style="list-style-type: none"> - Music events and other large events impact on service provision and capacity. - Snowy Hydro 2.0 and related truck movements impact on service provision with police being primary responders to road incidents.

Stakeholder	Adequacy of current facilities/resourcing	Opportunities	Constraints
	<ul style="list-style-type: none"> - Demand for services increases as population increases, with increased callouts for search and rescue, drug and alcohol related crime and road incidents. - Needs are met through current development proposals for upgraded stations in Jindabyne, Perisher and Thredbo 		
NSW Rural Fire Service	<ul style="list-style-type: none"> - Four brigades in SAP. - Currently at capacity. - Membership is a limiting factor in service provision. There is a need to actively pursue younger members. - Significant population growth would cause an issue in meeting demand. - Winter is peak time; however summer incidents are increasing as summer tourism is growing stronger. - Major factors impacting on service provision are tourism and bushfire season. - Require updated facilities and newer appliances. 	<ul style="list-style-type: none"> - Construction of new brigade station at East Jindabyne. - Co-location with Fire and Rescue possible, however with each having own parcel of land with some shared facilities. - Increased population leads to more volunteers. 	<ul style="list-style-type: none"> - Funding constraints.
NSW School Infrastructure	<ul style="list-style-type: none"> - Upgrade of Jindabyne Central School is a priority for the NSW Government. - A new school is planned and has been announced by NSW Government (December 2020). - The new school will be located at the Jindabyne Sport and Recreation Centre. 	<ul style="list-style-type: none"> - New school campus in the education precinct at the Jindabyne Sport and Recreation Centre. - Create world leading, best practice school that is future focussed, preparing students for jobs of the future. - Integrate sustainability into the school design. 	<ul style="list-style-type: none"> - Different planning approval pathways may lead to complications.

Stakeholder	Adequacy of current facilities/resourcing	Opportunities	Constraints
	<ul style="list-style-type: none"> - School Infrastructure will continue to undertake their own process for planning approval in parallel with the process being undertaken for the SAP Master Plan. 	<ul style="list-style-type: none"> - Connections between the high school and TAFE NSW. - Connections on site at the Jindabyne Sport and Recreation Centre for sports facilities. - Upgraded digital connectivity. 	
Snowy Mountains Grammar School	<ul style="list-style-type: none"> - Combined K-12 school. - 331 students, including 50 boarders. - School is growing and in need of more classroom and administration space. - Increase in winter months of approximately 20 students. - 27 full time teachers and additional part time staff (total 60 staff). - Campus Master Plan in progress to cater for growing population and increasing demand for student places. - Currently above capacity. - Lack of sporting facilities onsite. - Lack of meeting hall or multipurpose hall for school events. - Limited physical space. 	<ul style="list-style-type: none"> - Desire to purchase land on western side of the school currently owned by NSW Ambulance. - Families need more family-friendly activities such as playgrounds, cafes, accessible walking and bike-riding areas. - Facilities and social services for wellbeing of youth. - Provide traineeships in the area, e.g. with Snowy Hydro. 	<ul style="list-style-type: none"> - Attracting and retaining staff. - Affordable housing for teachers and staff. - Funding constraints limit what can be achieved. Limited success in obtaining grants from state government. - CUC in Cooma does not seem to appeal to young students, more adult education.
Snowy Mountains Neighbourhood Centre	<ul style="list-style-type: none"> - Small space (50 square metres) in the centre of town. Open Monday to Friday from 12pm to 5.30pm, and until 7pm on Tuesdays. - Volunteer run. - Provides referral, direct support and practical support. - Increase in demand over winter from winter workers. 	<ul style="list-style-type: none"> - Community building grant to upgrade outside area is current. - New and larger space for community centre to include theatre, workshop, library, meeting area, room hire. 	<ul style="list-style-type: none"> - Affordable accommodation, and ability to pay bills.

Stakeholder	Adequacy of current facilities/resourcing	Opportunities	Constraints
TAFE NSW	<ul style="list-style-type: none"> - Operating above capacity, with need increasing. - Lack of tertiary education opportunities in the region. - School leavers depart the area to pursue further education. 	<ul style="list-style-type: none"> - Traineeships may entice youth to remain in the area. - New TAFE NSW Connected Learning Centre (CLC) at the Jindabyne Sport and Recreation Centre Education Precinct. A CLC is a modular building providing flexible course delivery for up to 21 students and two staff members. Requires 3000 metres square. - Site can be used by more than TAFE NSW, but course delivery the priority. - Course offerings are flexible and based on demand from population. 	<ul style="list-style-type: none"> - Connections into town. - Digital connectivity needs to be upgraded.
University of Canberra	<ul style="list-style-type: none"> - No campus currently located in Jindabyne. - Staff member located in Jindabyne - Existing relationship with Snowsports Australia and NSWIS. 	<ul style="list-style-type: none"> - Currently untapped market of elite athletes and seasonal workers, including Australian and overseas students and workers. Providing courses in the off-season to them. - New building facility within the Education Precinct at the Jindabyne Sport and Recreation Centre, with the ability to expand and flexible spaces. This could be multi-purpose use for outside stakeholders as well. - Sharing of facilities with TAFE NSW Connected Learning Centre. 	

Appendix C – Regional Strategies and Plans

State government regional strategies

South East and Tablelands Regional Plan 2017

Department of Planning and Environment's *South East and Tablelands Regional Plan 2036* outlines four goals for the region of which the study area is a part.

The major centres in the South East and Tablelands region are Canberra, Queanbeyan, Cooma, Young, Bega, Batemans Bay, Goulburn and Moss Vale.

These regionally-focussed goals are:

- A connected and prosperous economy
- A diverse environment interconnected by biodiversity corridors
- Healthy and connected communities
- Environment sustainable housing choices.

Specifically, there is a Direction for the Snowy Mountains region outlined in the Plan to:

- Develop the Snowy Mountains into Australia's premier year-round alpine destination by the following actions:
 - 3.1 Enhance opportunities for visitation and recreation on the Snowy River by improving access and signage.
 - 3.2 Develop a Visitor Economy Strategy for the Snowy Mountains.
 - 3.3 Investigate opportunities for improved access to the Snowy Mountains through flexible transport options, improved connections through existing transport modes, and air travel.

For the Snowy Monaro LGA, the priorities are to:

- Protect the unique alpine environment including scenic landscape qualities, acknowledging it as a cornerstone of the area's visitor economy.
- Recognise Cooma as a strategic centre, particularly in the winter months when the population swells.
- Enhance community access to jobs, goods and services by improving connections.



NSW State Infrastructure Strategy 2018-2038

The *NSW State Infrastructure Strategy 2018-2038* sets out the government's priorities for the next 20 years. It places strategic fit and economic merit at the centre of investment decisions. The strategy 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 is updated every five years.

The strategic directions laid out in the Strategy are to:

- Continuously improve the integration of land and infrastructure planning
- Plan, prioritise and deliver an infrastructure program that represents the best possible investment and use of public funds
- Optimise the management, performance and use of the state's assets
- Ensure NSW's existing and future infrastructure is resilient to natural hazards and human-related threats
- Improve statewide connectivity and realise the benefits of technology
- Drive high quality consumer-centric services and expand innovative service delivery models in infrastructure sectors.

This Strategy recognises that different parts of NSW face different opportunities and needs. For regional NSW there is a focus on good transport links and better digital connectivity to support and improve health, education and basic services.

Draft South East and Tablelands Sport and Active Recreation Plan (2018)

The South East Tablelands Sport and Active Recreation Plan 2018 is currently in draft form and is the first comprehensive Sport and Active Recreation Plan for the South East and Tablelands. It builds upon a strong



base of existing mountain and coastal sporting events and activities and a vibrant community infrastructure of surf clubs, ski slopes, bush walking trails and cycle paths.

The Plan sets out the vision, outcomes and strategies which will ensure the South East and Tablelands region provides increased sport and active recreation opportunities to enhance the lives of its people, as members of healthier, more active communities.

The vision for sport and active recreation in the South East and Tablelands region is:

Sport and active recreation opportunities for everyone that build healthy communities in the unique environments of the South East and Tablelands.

The outcomes identified following consultation are:

- Increased participation of adults and children in regular sport and active recreation
- Improved access to sport and active recreation for everyone in the region, regardless of background or ability
- Integrated performance pathways for participants in sport

- Fit-for-purpose facilities in the region
- Regional sporting events that are valued in the region
- Effective collaboration within the sport and active recreation sector.

NSW Police Force Youth Action Policy 2019

The Youth Strategy is aimed at children and young people under the age of 18 years. It applies to all interactions between NSW Police employees and youth, as members of the broader NSW community. The Youth Strategy applies to all youth including victims, witnesses, offenders and other situations where police encounter youth during their official duties.

The Vision is to “reduce crime by and against children and young people”.

The strategy embraces three key priority areas - prevention, intervention and partnership. These priorities emerged through extensive consultation, analysis of current research and alignment with legislative stipulations.

NSW Cultural Infrastructure Strategy 2016

The *Cultural Infrastructure Strategy 2016* was prepared to guide future investment in cultural infrastructure by the NSW Government. It establishes an evidence-based ‘whole-of-sector’ investment framework for cultural infrastructure, sets clear priorities for near term investment, recommends strategic direction for future investment, and brings rigour to strategic planning for cultural infrastructure across the state.

Investment priorities include:

- Regional NSW - Investment in arts and cultural facilities in regional NSW helps drive dynamic and renewed town centres, with facilities and programs that attract visitors and give regional artists more opportunities. This includes regional cultural infrastructure partnerships.

The strategy states that “Investment in arts and cultural facilities in regional NSW drive dynamic and renewed town centres, with facilities and programs that attract local residents and visitors and give regional artists more opportunities.” Facilities such as local cultural centres, often based around libraries and town halls, become a focus for creative industries and lead outreach and collaborations across the region.

NSW Cultural Infrastructure Plan 2025+

The *Cultural Infrastructure Plan 2025+* provides a strategic framework to support the NSW Government to work across departments, and with local government, the cultural sector and the community, to deliver the cultural infrastructure the state needs until 2025 and beyond.

Using Infrastructure NSW’s *Cultural Infrastructure Strategy 2016: Advice to the NSW Government* as a starting point, the plan builds this holistic strategy around a set of priorities and actions informed by an extensive, state-wide process of consultation with the community and cultural sector.

Strategic Priorities

- Cultural infrastructure supports strong communities and economies in NSW
- Access to space for community participation in culture
- Cultural infrastructure for a collaborative and thriving cultural sector
- Creating impact through partnerships and capacity building



South East and Tablelands Opportunities

Investigating opportunities to:

- Align with planned regional tourism infrastructure
- Support community arts education
- Increasing connectivity within the region
- Celebrate the unique history and multiculturalism of the region.

Regional level planning

Snowy Monaro Regional Economic Development Strategy 2018-2022

The *Snowy Monaro Regional Economic Development Strategy 2018 - 2022* has been developed to facilitate economic growth opportunities across the Snowy Monaro Regional Council (the Region).

Economic development for the Snowy Monaro means bringing the Region's communities together to grow the skilled workforce, and strengthen an already diverse economic base, to contribute to a prosperous and thriving Region.

The vision in the Snowy Monaro Regional Economic Development Strategy 2018-2022 is:

Connecting its communities and growing its strengths in tourism, energy generation, farming, forestry and manufacturing.

The specialities for the region are articulated as follows:

- Engines of growth like tourism, agriculture, forestry, power generation and manufacturing
- Enabling industries like utilities, property services, administration, transport and professional services
- Population-serving industries like education, retail, public administration and healthcare.

These strengths provide strategic imperatives to:

1. Develop the Region's year-round tourism offering and accessibility from major markets.
2. Cultivate the Region's 'engines of growth' specialisations in agriculture, forestry and wood products.
3. Promote skills acquisition and industrial land development to strengthen the Region's employment base.
4. Grow the population to deepen the Region's internal markets for goods, services and labour.



Snowy Monaro 2040 Community Strategic Plan

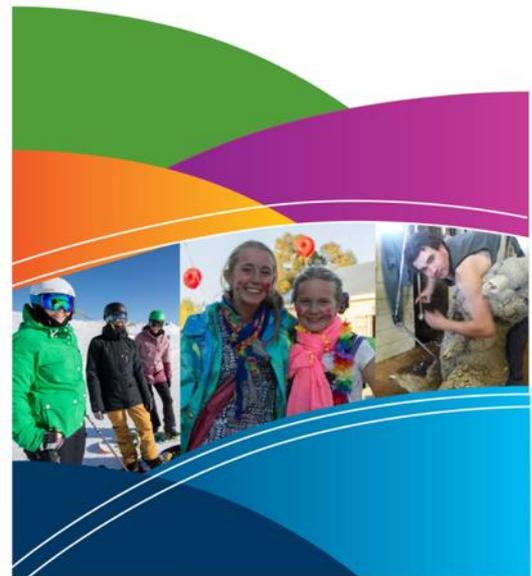
The Snowy Monaro 2040 provides a strategic roadmap for the community to help guide and direct the community's priorities and decision-making, to deliver the best outcomes for our communities.

The Snowy Monaro Region's vision is to be *"a welcoming community offering a quality lifestyle, beautiful natural environment and is a place of opportunity."*

The four key themes and outcomes are:

- Community – our communities are welcoming, inclusive and safe, our lifestyle needs are actively considered and planned for, and opportunities exist to enhance our health and social wellbeing.
- Economy – we are a vibrant and prosperous community providing opportunities for growth and learning.
- Environment – our iconic natural environment and heritage are preserved and enhanced for future generations whilst balancing the needs for regional development and growth.
- Leadership – we have contemporary civic leadership and governance that fosters trust and efficiency.

 SNOWY MONARO
REGIONAL COUNCIL
SNOWY MONARO 2040
COMMUNITY STRATEGIC PLAN



Snowy Monaro Local Strategic Planning Statement 2020

The Local Strategic Planning Statement is designed to act as an overarching strategic planning document that links the South East and Tablelands Regional Plan to local planning documents such as the Local Planning Strategies, Local Environmental Plans and Development Controls Plans.

The Local Strategic Planning Statement identifies a vision for the next 20 years and 12 core planning priorities for the region to achieve the vision:

20 Year Vision Statement

"By 2040 the Snowy Monaro will be a region of five key growing towns and many villages all of which will have their own distinct character reflected in their diverse landscape settings, architecture, community and recreation facilities and main streets. Tourism, agriculture and forestry will continue to provide the foundation for the region's prosperity supported by the protection of our unique scenic landscape and biodiversity.

Innovation and forward thinking will characterise our community as we adapt to the changing world through nurturing new and emerging industries and capitalising on renewable energy generation championed by Snowy 2.0. Our region will be better connected and more accessible than ever before and will enhance the benefits of wider regional connections, especially to surf, snow and city.

The Snowy Monaro will be a desirable region for people of all ages to live, offering an unmatched regional lifestyle in a picturesque and unique landscape."

It outlines 12 core planning priorities under the following headings:

- A sustainable environment with a vibrant connection to heritage and culture
- Our thriving economy



- Vibrant places to live, work and play
- Infrastructure to support growth and change

It also outlines a five town plan for Cooma, Jindabyne, Bombala, Berridale and Michelago. The defining theme for Jindabyne is tourism and adventure hub.

It states that:

“The future Jindabyne must embrace the lake and recreational nature of this great asset. Connections to Lake Jindabyne are of utmost importance to the community and integrating this with the operations of Snowy Hydro is vital to the town’s prosperity. Providing more recreational spaces and facilities around the lake, along with recreational activities on it will help to progress a year-round tourism offering for Jindabyne.”

For the Eastern shore villages of Tyrolean Village, East Jindabyne and Kalkite, many are concerned the close community networks and peri-urban lifestyle is being eroded by new development. The community wants to see development in keeping with the character of the region, enhanced access to Lake Jindabyne, connectivity, trails and better open space connections.

Cooma-Monaro Settlements Strategy 2016-2036

The Cooma-Monaro Settlements Strategy sits under the South East & Tablelands Regional Plan, forming part of the local level strategic planning documents. Within the suite of planning documents, it provides local level direction and vision for development within the whole of the Council for 20 years. The area covered is adjacent to the SAP boundary and includes Cooma.

The discussion paper for this Strategy includes the fact that there are five schools in Cooma, a TAFE and the recently developed CUC, providing the opportunity for long distance education.

Snowy Monaro Regional Council Delivery Program 2018-21 and Operational Plan 2020-2021

The delivery program is a statement of commitment to the community’s long term goals, and of the principal activities that will be completed towards achieving those goals over the term of the newly-elected Council. The term of the delivery program is aligned to the local government elections cycle.

The delivery program and operational plan is organised according to key themes and outcomes identified in the Snowy Monaro 2040 Community Strategic Plan. The delivery program operationalises these themes into actions. The document also outlines the capital works program and budget.

Disability Inclusion Action Plan 2017-2021

The *Disability Inclusion Action Plan 2017-2021* is underpinned by the *Disability Inclusion Act 2014* and considers how Council and the broader community can continue to develop a more inclusive region and society.

The Plan aligns with the *Snowy Monaro 2040 Community Strategic Plan* key community outcomes and sets important priorities to meet requirements of the *NSW Disability Inclusion Act 2014*.

Council collaborated with and consulted the people in our region with a disability, carers and service organisations to set four focus areas and associated action plans.

1. Developing positive community attitudes and behaviours
2. Creating a liveable community



3. Supporting access to meaningful employment
4. Navigating systems and processes.

881 people (or 2.3% of the population) in the Snowy Monaro Regional Council area in 2011, reported needing help in their day-to-day lives due to disability. These 881 people have a profound or severe disability and require assistance with daily activities such as body movement, communication and self-care. From 2006 to 2011, the number of people with profound or severe disability increased by 160.

Snowy Monaro Youth Council Youth Strategy 2019-2022

The Snowy Monaro Youth Strategy outlines Council's commitment to build on the important work that is already done in the youth sector, and the vision to cultivate communities in which young people can actively participate in social, civic and economic opportunities.

The strategy seeks to:

- Increase access to employment, education and training for school leavers.
- Invest in 'bricks and mortar' to create spaces which support and engage young people.
- Develop and promote an environment where young people are valued and recognised as the leaders of tomorrow.
- Engage more young people from more townships in Council's school holiday activities and recreation programs.
- Increase opportunities for youth participation in planning for growth and sustainability in the region.

In Jindabyne, youth have said "They want Council to capitalise on the natural beauty and to focus on the outdoors. They wanted the lake to be more accessible, with jetties and boardwalks. Young people wanted footpaths to connect them with where they want to be and better access to technology, including public Wi-Fi and a technology hub. They also outlined a lack of safe, warm places to meet with friends in winter."

The Youth Strategy includes an action plan with KPIs and targets to monitor progress.

Snowy River Shire Playground Strategy

The purpose of developing a playground strategy is to provide Council with clear objectives and establish direction for planning, resource management and maintenance of Council managed playgrounds now and into the future.

The objectives of this strategy are to:

- Analyse the current level of playground provision
- Provide information on current condition of playgrounds and maintenance costs
- Understand the current and future needs of the community
- Plan for future playground development within a realistic scope for Council to manage.

The Strategy identifies the following playgrounds in the study area as high priority:

- Banjo Paterson
- Claypits
- Lions Park
- Lions Park-Berridale
- Baker St
- Dalgety Showground.



Snowy Monaro Regional Council Heritage Strategy 2020-2023 (draft)

The *Heritage Strategy 2020-2023* (draft) forms part of an integrated approach within the *Snowy Monaro 2040 Community Strategic Plan* and the 2018-21 Delivery Plan incorporating the 2019 Operational Plan.

There are key strategies each with a specific objective and list of actions. These are:

1. Community participation - increase community participation, awareness and appreciation of heritage in our local area.
2. Schedule of heritage items - increase background knowledge and encourage proactive management of heritage in our local area.
3. Heritage and urban design service - provide a heritage advisor service for Council and our community.
4. Proactive heritage management - increase community participation and proactive conservation management of heritage in our local area through grant funding opportunities.
5. Local heritage incentives - Increase awareness and appreciation of heritage by Council, owners and the community.
6. Asset management of Council's heritage properties - implement a best practice heritage asset management framework for Council owned or managed heritage assets.

Local level planning

Jindabyne Open Space and Recreational Land Use Strategy 2007

The Open Space and Recreational Land Use Strategy is intended to bridge the perceived information gap regarding current and future open space and recreation needs within the town of Jindabyne and associated villages. It does the following:

- Summarises the natural and cultural values of Jindabyne that provide a setting for use of open space;
- Outlines the trends in recreation participation, addresses existing management responsibilities and provides an overview of existing open space in Jindabyne;
- Identifies open space issues and needs;
- Presents a proposed vision and objectives for open space in Jindabyne; and
- Sets out the strategy for achieving the vision, including an action plan.

The Snowy Monaro Regional Council is currently in the process of reviewing and renewing this strategy.

Jindabyne Action Plan 2030

The Jindabyne Action Plan was developed through a collaborative consultation project. It is a set of actions to help Jindabyne become a sustainable town, and realise its potential over the next 20 years. There are seven key directions outlined in the plan, each associated with 20 year strategies.

1. Transform and unify the town through a design based around new town square and Snowy River main street
2. Maintain and strengthen Jindabyne as a caring, supportive and inclusive community
3. Promote healthy and active living in a town that connects people and places
4. Foster the sense of belonging and pride through improving the look and feel of Jindabyne
5. Towards an ecologically sustainable town



6. A unique mountain and lakeside centre that supports business and fosters employment
7. Celebrating Jindabyne's identity and creativity through arts, culture and heritage.

Of relevance to this Social Infrastructure Study is that many community facilities are mentioned for improvement or addition within it, including:

- A multipurpose community space
- Meeting spaces
- Youth spaces
- Library
- Shopfront for community services and not-for-profit organisations
- Facilitate growth of the Neighbourhood Centre
- Shared trails
- Improvements and additions to local playgrounds
- Incorporate public art
- Equity of access and mobility
- Upgrade skate park
- Maximise use of sportsground facilities
- Partner with community college
- TAFE/training
- Improve and activate foreshore
- Promote and develop arts activities.

Planning controls

Alpine SEPP

Alpine resort development assessments are governed by *the State Environmental Planning Policy (Kosciuszko National Park-Alpine Resorts) 2007* (the Alpine SEPP). The Alpine SEPP aims to protect the natural and cultural heritage of land within the Alpine resorts and to encourage environmentally sustainable development.

The NSW alpine resort areas include Thredbo, Perisher Range (including Bullocks Flat), Mount Selwyn, Charlotte Pass, Kosciusko Mountain Retreat, Ski Rider and Sponars Chalet, located within the unique and environmentally-significant setting of Kosciusko National Park.

The resorts provide a range of snow-based recreational activities during winter, along with hiking, mountain-biking, riding and fishing during the warmer months. The resorts are important to NSW due to their economic and social contribution.

Key requirements of the Alpine SEPP include:

- All development to be subject to the assessment of environmental impacts to protect the unique alpine environment.
- Geotechnical and land stability issues associated with construction in steep alpine environments to be rigorously assessed (see Geotechnical Policy, Geotechnical Forms and Geotechnical Maps).
- All major development proposals to be advertised.
- Development proposals to be referred to the NSW Office of Environment and Heritage for comment and to be authorised under the *National Parks and Wildlife Act 1974*.



Snowy River Local Environmental Plan 2013

The *Snowy River Local Environmental Plan (LEP) 2013* is the current local environmental plan applying to the Jindabyne region, though Council has recently finalised the Snowy Monaro Local Strategic Planning Statement (LSPS) to guide consolidation of the three applicable LEPs within the LGA.

- **Kosciuszko National Park:** Land within the Kosciuszko National Park is zoned E1 under the Snowy River LEP. Development within the Kosciuszko National Park is assessed in accordance with Part 5 of the EPA Act, the NPW Act and KNP POM.
- **Jindabyne Region:** Development on land within Jindabyne Region is subject to the Snowy River LEP.
- **Alpine Resorts:** the Alpine SEPP overrides the Snowy River LEP to the extent that it applies to land within the Alpine Resorts.

Snowy River Development Control Plan 2013

The *Snowy River Development Control Plan (DCP) 2013* is the current development control plan applying to the Jindabyne region.

The vision for Jindabyne and surrounds in the DCP is:

Recognition as a linked collection of uniquely different rural residential communities, small residential villages and a central township.

Recognition as a year-round eco-friendly destination in which residential amenity is protected from the impacts of short-term visitors.

Recognition as a holiday destination offering a diversity of year-round rural lifestyle and alpine recreational opportunities, where movement within and between localities is facilitated by cycleways, walkways, bridle tracks and public transport services.

Chapter E5 addresses indoor and outdoor recreational facilities and provides provisions for horse riding establishments. No provisions are provided for other recreational facilities in the area. The DCP recognises that horse riding and tuition is a popular pastime in the area. It also recognised that horse riding establishments are not specifically defined in the Snowy River LEP, but are considered to fall within the land use recreation facility (outdoor) definition of the LEP.

Perisher Range Resorts Master Plan 2001

The social and economic objectives of the Perisher Range Resorts Master Plan are to:

- Encourage economically viable development within resort areas;
- Ensure the Perisher Range resorts are developed in an orderly manner that is economically sustainable
- Ensure the financial costs required to monitor, maintain and, where necessary, rehabilitate the environmental values of the park are recognised and considered in decision-making;
- Ensure services and utilities that benefit the ski resorts can be funded and delivered by all commercial operators in the resorts; and
- Provide a focus in the park for visitor use and complement the role of adjacent regional towns such as Jindabyne.



The Master Plan notes that:

“Management of the recreational opportunities of the ski resort areas needs to take into account the important ecological values that the area provides. The social and economic well-being of the Alpine Region towns is markedly influenced by tourism, particularly skiing, generated by the natural attributes and recreational activities in the Park. Any reduction in the number of visitors to the Park, particularly those involved in snow sport, will adversely impact on the social and economic environment of alpine region towns.”

