



Ordinary Meeting of Council

12 February 2025

**UNDER SEPARATE COVER
ATTACHMENTS**

ITEM 9.1

**QUEANBEYAN-PALERANG REGIONAL COUNCIL
ORDINARY MEETING OF COUNCIL**

ATTACHMENTS – 12 February 2025 Page i

Item 9.1	Draft Community Strategic Plan	
	<i>Attachment 1</i>	<i>Community Strategic Plan Community Engagement Report2</i>
	<i>Attachment 2</i>	<i>Draft Community Strategic Plan24</i>

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

12 FEBRUARY 2025

ITEM 9.1 DRAFT COMMUNITY STRATEGIC PLAN

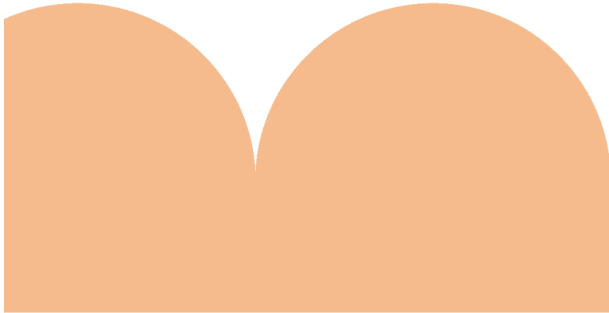
ATTACHMENT 1 COMMUNITY STRATEGIC PLAN COMMUNITY ENGAGEMENT
REPORT

QUEANBEYAN PALERANG REGIONAL COUNCIL

Community Engagement
Report, June 2024.



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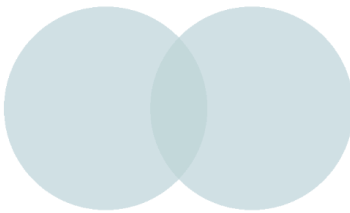
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Towards 2042, Stage 1 Community Engagement Report

Prepared for Canberra Region Joint Organisation
Date June 2024
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Projectura acknowledges the Traditional Custodians of the land on which we work and recognise their ongoing connection to the Wiradjuri and Yuin land and waterways.

We recognise the Ngunnawal People, Ngarigo People, Namadgi People, Ngarigo People, Walbanga People, Walgalu People, Murrumurang People, Djiringanj People, Gandangara People, and Bemerangal People.

We also recognise the many other Aboriginal and Torres Strait Islander community members across the region who make up the vibrant communities where our organisation visits and works.

Projectura pays respect to the wisdom of Elders, past, present, and emerging and shares a commitment to engaging communities with a spirit of reconciliation and respect.

Queanbeyan-Palerang Regional Council

Contents

Summary findings	102
Methods and participation	103
Are we on track?	107
Q1. How do you feel about the vision in the endorsed Queanbeyan-Palerang Community Strategic Plan 2042?	107
Q2. Have you read the Queanbeyan-Palerang Community Strategic Plan 2042?.....	108
Q3. Do you agree with these Strategic Pillars?.....	109
Q4. Do you think we're on track with delivering the 5 high-level Strategic Pillars?	109
Q5. Is anything missing in the Queanbeyan-Palerang Community Strategic Plan 2042?	110
Where are we now?	111
Q6. What makes your community a great place to live?.....	111
Q7. What do you think are the main challenges facing our community?.....	112
Where do we want to be in 10 years' time?	114
Q9. What is one thing you would like to see achieved in your community in the next ten years?	115
How will we get there?	117
Q10. What services or projects do you think Queanbeyan-Palerang Regional Council should be prioritising, or lobbying other levels of government for?.....	117



Queanbeyan-Palerang Regional Council

Summary findings

With an estimated population of 65,369 residents, the Queanbeyan-Palerang region is diverse and covers 5,319 square kilometres. The main population area is central Queanbeyan, which is a thriving service centre close to Canberra. Along with fast-growing new communities, the region boasts the historic towns of Braidwood and Bungendore, national parks, and a rich agricultural history.

A total of 802 Queanbeyan-Palerang residents participated in the Towards 2042 Stage 1 engagement from 1 February to 15 March 2024. They shared their priorities and aspirations using various methods such as an online survey, discussion guides, drawing sheets, pop-up sessions, the Regional Wellbeing Survey, and submissions.

People were invited to review the current Community Strategic Plan and its relevance to today and consider their current community. Participants were asked questions to gauge where we are now, where do we want to be, how will we get there and when we will know we have arrived.

Engagement findings

A summary of high-level findings are provided below.

- There was a good representation from people aged 35 to 84 years, with people aged 34 years and under, and over 85 years underrepresented.
- Women provided more feedback (55.6 percent) than men (40.4 percent). Urban residents were well represented accounting for 73.5 percent of participants.
- When considering the Community Vision, 57.7 percent of respondents were happy or very happy with it, while a further 29.0 percent felt neutral.
- 60.1 percent of respondents indicated they had read the Community Strategic Plan with 49.0 percent agreeing with all the strategic pillars and a further 28.1 percent agreeing with some.
- When considering the Strategic Pillars respondents perceived they were mostly fully or partly on track in achieving them (ranging from 61.5 to 76.5 percent positive).

- The main aspects that respondents thought made their community a great place to live were the beautiful natural environment, location and convenience, sense of community, lifestyle, and friend and family.
- The main challenges that participants shared were housing availability and affordability, infrastructure, social issues, services, and development concern.
- Economic growth, environmental impact, sport and recreation, infrastructure, and housing for all were ranked highest priorities to achieve over the next 10 years.
- The top projects and services that respondents would like to see Council focus on are climate change adaptation, walking and cycling paths, business and industry attraction, housing availability and affordability, and roads and parking.



Queanbeyan-Palerang Regional Council

Methods and participation

Stage 1 engagement activities gathered personalised views from a broad cross section of the community. The total participation level in Stage 1 was 802 people. Community members will have further opportunity to explore and prioritise strategies once the Draft Community Strategic Plan is available.

Table 39. QP - Participation summary

Total participation	Population (2023 ERP)	% of population engaged
802	65,368	1.2

As shown in the table below, Queanbeyan-Palerang Regional Council used six different methods to engage with the community. The online survey and Regional Wellbeing Survey generated the largest number of participants in Stage 1 Engagement. The online survey generated the greatest volume of useable data and participant demographic details.

Table 40. QP - Participation summary by method

Method	Participation	
	Measure	Number
Online survey	Number of individual survey responses.	371
Discussion Guides	Number of people who contributed to discussions.	26
Drawing sheets	Number of drawing sheets received.	126
Pop-ups	Number of people who attended pop up sessions.	59
Regional Wellbeing Survey	Number of individual survey responses.	213
Submissions	Number of formal submissions received.	7

The following is a summary of community engagement data collected.

1. Online survey

- 371 individual responses were received to the Online Survey through SurveyMonkey. 229 completed responses and 142 partially completed responses were received.

2. Discussion Guide

- 8 Discussion Guide responses were received. 4 completed responses and 4 partially completed responses were received.
- A total of 26 people contributed to the 8 (fully and partially) completed responses.

3. Drawing sheets

- QPRC prepared school packs and delivered them to schools within the community.
- 126 Drawing Sheets were received.

4. Pop-up sessions

- Three pop-up sessions held and 59 people participated:
 - In Braidwood on 26 January 2024. 20 participants
 - In Queanbeyan Riverside Plaza on 21 February 2024. 25 participants.
 - In Bungendore Post Office on 22 February 2024. 14 participants.

5. Regional Wellbeing Survey

- 213 responses were received to the three Regional Wellbeing Survey questions posed for this project.

6. Submissions

- 7 submissions received:
 - 7 March 2024 – Community group.
 - 11 March 2024 – Female resident.
 - 21 March 2024 – Community group.
 - 21 March 2024 – Male and female resident.
 - 21 March 2024 – Community group.
 - 21 March 2024 – Male resident.
 - 22 March 2024 – Community group.



The profile of the participants shows a broad cross-section of the Queanbeyan-Palerang population were involved in terms of age, gender, location, and diversity characteristics.

Table 41. QP – Respondent profile

Characteristic	Breakdown	T2042 Engagement	CRJO Profile ID
Characteristic	Breakdown	%	2024 %
Age	Under 18 years	19.6	23.0
	18-24 years (tertiary education and independence)	1.8	7.4
	25-34 years (young workforce)	7.6	14.8
	35-49 years (parents and homebuilders)	27.0	21.3
	50-59 years (older workers and pre-retirees)	21.7	14.3
	60-69 years (empty nesters and retirees)	12.1	10.4
	70-84 years (seniors)	9.8	7.7
	85+ years (elderly)	0.4	1.2
Gender	Woman or female	55.6	49.7
	Man or male	40.4	50.3
	Non-binary	0.2	-
	Prefer not to answer	3.3	-
	I us a different term	0.4	-
Urban/Rural	Urban	73.5	-
	Rural	26.5	-
Diversity	Aboriginal or Torres Strait Islander	1.9	3.5
	LGBTQIA+	3.7	-
	Person with a disability	6.3	4.4
	Non-English speaking background	3.7	13.5
	Lived experience of alcohol or drug use	2.8	-
	Lived experience of family violence	3.0	-
	Lived experience of housing stress or homelessness	5.1	-
	Lived experience of mental health issues	14.5	-

NOTE: Red represents underrepresentation, and green represents overrepresentation compared to the 2021 census data shown in Profile ID.

* Source: ABS Cat 2001.0

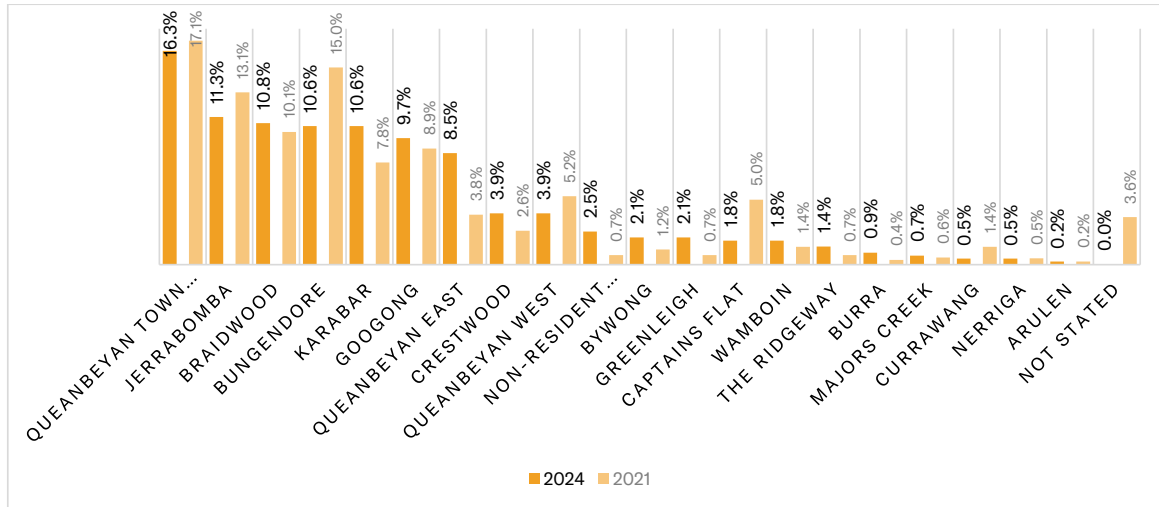
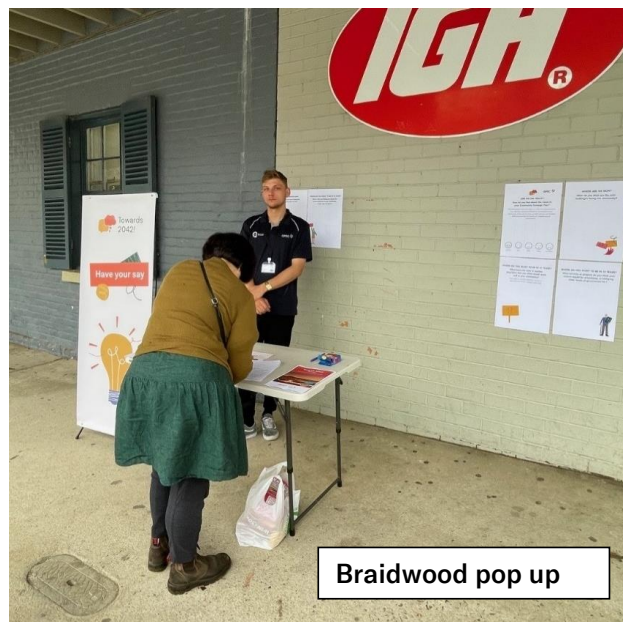


Figure 54. QP - Respondent location

Future engagement stages for the Community Strategic Plan should aim to improve representation of:

- People aged 18 to 34 years (tertiary education and independence, and young workforce).
- People aged over 85 years (Elderly).
- Males.
- Aboriginal and Torres Strait Islanders.
- People from non-English speaking backgrounds.



Queanbeyan-Palerang Regional Council

Are we on track?

The people of the Queanbeyan-Palerang region have an existing Community Strategic Plan. As part of the review and update of this document, we asked the community if they thought the plan was tracking well and if they had any feedback.

Vision 2042

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

Q1. How do you feel about the vision in the endorsed Queanbeyan-Palerang Community Strategic Plan 2042?

n=279

67.7 percent of respondents indicated they were either very happy or happy with the incumbent vision, an increase from 50.2 percent in 2021.

A small number of people provided feedback on how the vision could be refined or improved. These responses indicates that the ambition and structure of the current vision for the shire was still relevant consistent with the community's expectations.

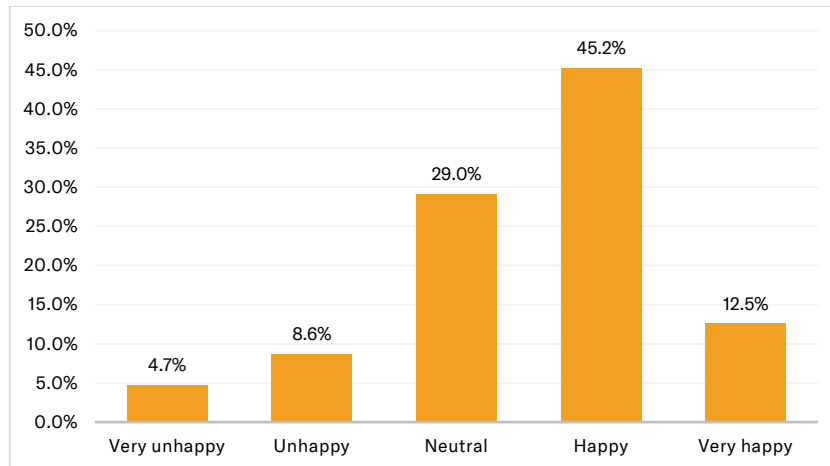


Figure 55. QP - Vision satisfaction

Q2. Have you read the Queanbeyan-Palerang Community Strategic Plan 2042?

n=288

Across the engagement, 60.1% of people had read the CSP. Those that had read the CSP were asked further questions. Their responses are detailed on the following pages.

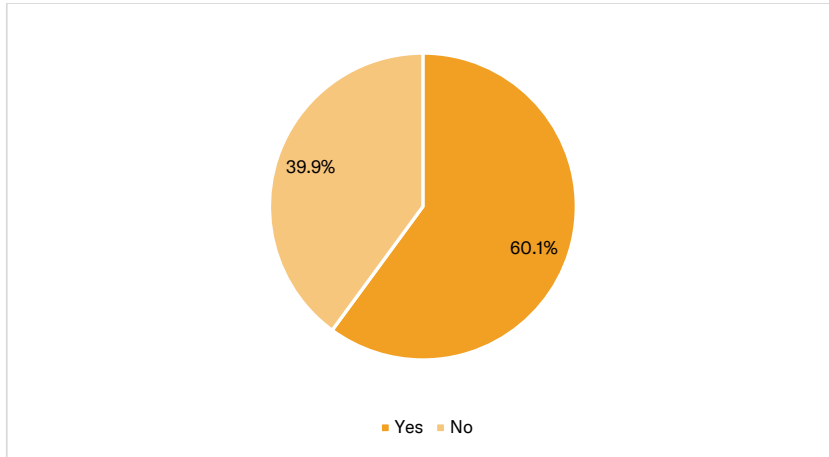


Figure 56. QP - Read CSP

Within the plan, there are 5 high level strategic pillars. The Strategic Pillars are:

1. Community.
2. Choice.
3. Character.
4. Connection.
5. Capability.

Q3. Do you agree with these Strategic Pillars?

n=153

Almost 50 percent indicated they agreed with all of the strategic pillars, and an additional 29.1 percent indicated they agreed with some of the strategic priorities. On the reverse, 7.8 percent of respondents indicated they did not agree with the Strategic Pillars.

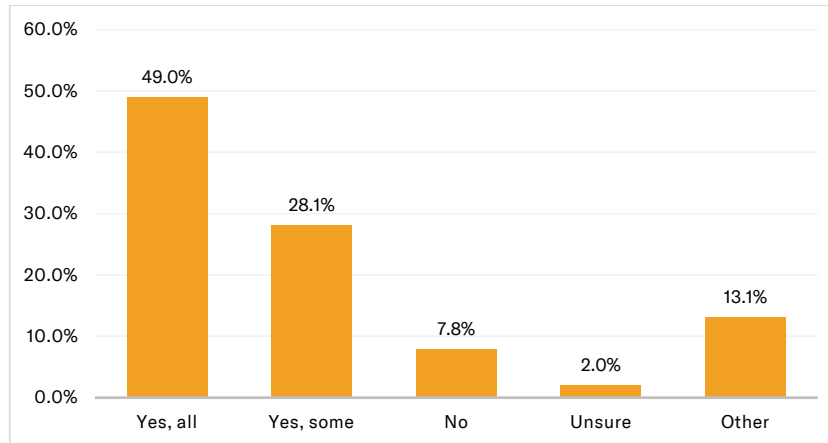


Figure 57. QP - Strategic pillar support

Q4. Do you think we're on track with delivering the 5 high-level Strategic Pillars?

n=153

Across all strategic pillars, 66.9 percent believed they were either fully or partly on track to achieve the Strategic Pillars. 26.8 percent felt they weren't on track and 6.2 percent were unsure.

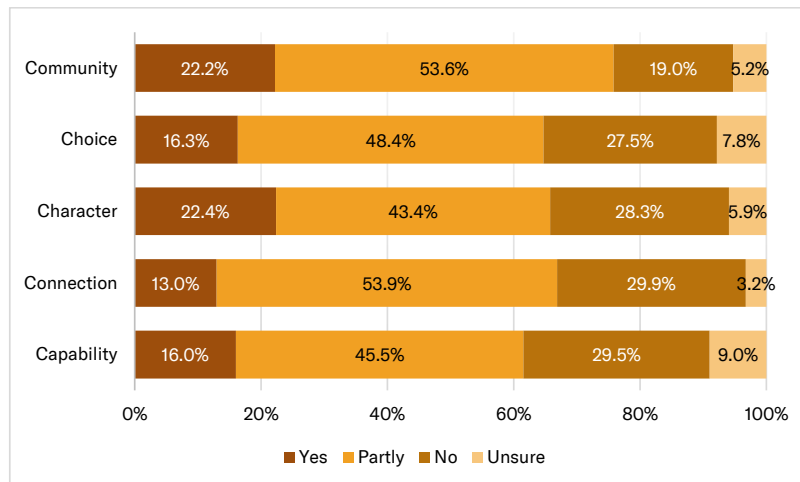


Figure 58. QP - On track with strategic pillars

Q5. Is anything missing in the Queanbeyan-Palerang Community Strategic Plan 2042?

n=77

Engagement participants were asked to review the current strategic objectives and provide feedback on anything that was missing. Their feedback is summarised in the following table.

Table 42. QP - Missing from the CSP

Strategic pillars				
1. Community	2. Choice	3. Character	4. Connection	5. Our Capability
<ul style="list-style-type: none"> Quality events. Safety + resilience. Belonging. 	<ul style="list-style-type: none"> Competitive employment. Retail variety. 	<ul style="list-style-type: none"> Heritage protection. Zero emissions ambition. 	<ul style="list-style-type: none"> Safe pedestrian movement. Public transport 	<ul style="list-style-type: none"> Engagement.
Other				
<ul style="list-style-type: none"> Targets Updated Census data. 				

Right now what is the best thing about your community (other than your family and pets)? Draw a picture to illustrate your thoughts.



“Going to the pool”
 Female resident aged 9 years, Googong

Queanbeyan-Palerang Regional Council

Where are we now?

Q6. What makes your community a great place to live?

n=609

QPRC residents were asked to identify what made their community a great place to live. 1,029 insights were provided by 609 people across four engagement methods including online surveys, discussion guides, drawing sheets, and Regional Wellbeing Survey.

The top 5 strengths identified across all methods include the beautiful natural environment, location and convenience, sense of community, lifestyle, and friend and family. Comments relating to these strengths include:

- **Beautiful natural environment (9.9 percent):** People valued the natural environment around their towns, the proximity and beauty of nature, open spaces, beauty of the bush and the fresh air.
- **Location and convenience (8.4 percent):** The proximity of the area to Canberra and the coast, is important as is being able to live, work and play in a small radius. Having the convenience of a capital city of their doorstep without feeling like their live in a city.
- **Sense of community (7.6 percent):** The closeness of the community, and sense of belonging and inclusion is strong. People feel connected to each other through strong community groups.
- **Lifestyle (7.1 percent):** Affordability of the area was highlighted, along with the value of living in a rural and country environment.
- **Friends and family (5.9 percent):** A strong emphasis on family and friend, neighbours, and people's personal homes and gardens.

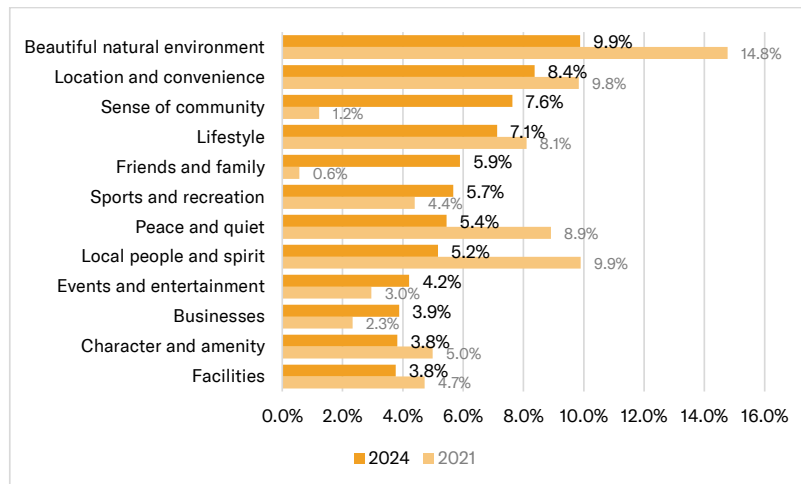


Figure 59. QP - Strength attributes

The main changes since 2021 include:

- Appreciation for the beautiful natural environment has slide from 14.8 percent to 9.9 percent; however, it is still the top valued attribute.
- Talking about people has reduced with local people and spirit sliding from 9.9 percent to 5.2 percent. Sense of community didn't feature in the top 12 in 2021 but is now 7.6 percent. Respondents are talking more about sense of belonging, togetherness and networks.
- Peace and quiet has reduced from 8.9 percent to 5.4 percent.

Table 43. QP - Strength attributes by method

LGA/ method	Top attribute	Attribute 2	Attribute 3	Attribute 4	Attribute 5
Queanbeyan-Palerang <i>n=609</i>	Beautiful natural environment	Location and convenience	Sense of community	Lifestyle	Friends and family
Online survey <i>n=245</i>	Beautiful natural environment	Location and convenience	Lifestyle	community	Peace and quiet
Discussion guides <i>n=4</i>	Beautiful natural environment	Lifestyle	Location and convenience/ Local people and spirit/ Facilities		
Drawing sheets <i>n=88</i>	Sport and recreation	Facilities	Friends and family	Our towns and places	Sense of community
Regional Wellbeing Survey <i>n=</i>	Events and entertainment	Sense of community	Businesses	Services	Sport and recreation

Note, 59 people were consulted at pop-ups, but direct feedback on this question wasn't collected.

Q7. What do you think are the main challenges facing our community?

n=521

Queanbeyan-Palerang residents considered the challenges facing their community. 1,439 insights were provided by 521 people across three engagement methods including the online survey, discussion guides, and the Regional Wellbeing Survey.

The top five challenges identified by participants across the engagement methods were housing availability and affordability, infrastructure, social issues, services, and development concern. A summary of further comments regarding each challenge is provided below.

- **Housing availability and affordability (9.9 percent):** A lack of availability of affordable housing for people, homelessness and a lack of rental availability.
- **Infrastructure (9.6 percent):** Condition and quality of the road network is poor, traffic continues to build load on the roads, and mobile phone service is poor in many areas.
- **Social issues (7.4 percent):** Social issues include an increase in crimes, particularly theft and family violence, drug use, lack of community cohesion, isolation and loneliness, and personal safety concerns.
- **Services (7.4 percent):** Poor access to health and medical care, with the main concerns being difficulty accessing doctors and specialists, having to travel for health care, a hospital that is under resourced, and poor support for mental health.
- **Development concern (7.2 percent):** Balancing growth with retaining the natural environment. Strong concern about over developing the area, and feedback received on Council's planning process and DA processing.

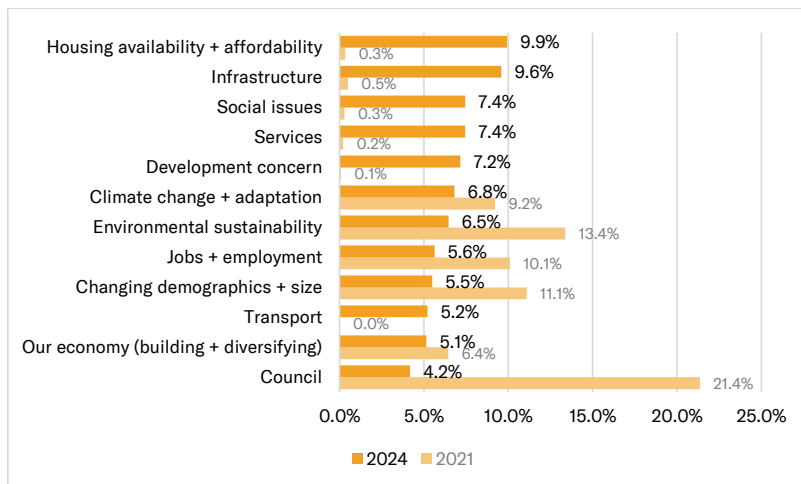


Figure 60. QP- Challenge attributes

The main changes since 2021 include:

- Significant decrease in concern around council issues, dropping from 21.4 percent in 2021 to 4.2 percent in 2024, suggesting improvements in council performance or shifting community priorities. This reduction might be attributed to the consolidation of these issues into a single choice field (in 2021 this was measured under three choice fields: governance, financial sustainability, and independence).
- Emergence of six new key challenges for the region. These include a dramatic increase in housing availability and affordability concerns (rising 9.6 percent to the top spot in 2024), infrastructure (up 9.1 percent), social issues (up 7.1 percent), services (up 7.2 percent), development concern (up 7.1 percent), and transport (up 5.2 percent).
- Concern for the environment has decreased (down 6.9 percent), climate change and adaptation (down 2.4 percent), and jobs and employment (down 4.4 percent).
- Concern about changing demographics and size has decreased from 11.1% in 2021 to 5.5 percent in 2024. Noted though that Development concern increased to 7.2 percent in 2024.

Table 44. QP - Challenge attributes by method

LGA/ method	Top attribute	Attribute 2	Attribute 3	Attribute 4	Attribute 5
Queanbeyan-Palerang <i>n=609</i>	Housing availability and affordability	Infrastructure	Social issues/ Services		Development concern
Online survey <i>n=245</i>	Housing availability and affordability	Infrastructure	Development concern	Climate change and adaptation	Environmental sustainability
Discussion guides <i>n=4</i>	Council	Development concern/ Housing availability and affordability/ Infrastructure			Environmental sustainability
Regional Wellbeing Survey <i>n=213</i>	Services/ Council		Services	Our economy	Housing availability and affordability/ Infrastructure

Note, 59 people were consulted at pop-ups, but direct feedback on this question wasn't collected.

Queanbeyan-Palerang Council

Where do we want to be in 10 years' time?

Q8. What have you seen in another area/shire that you think would work well in your community?

n=251

The Queanbeyan-Palerang community were asked if they had seen anything in another area or shire that would be good in their community. Of the 251 respondents, 50.6 percent answered 'yes', resulting in 121 people providing observations.

The top five categories of things the community would like to see were improved infrastructure, more activities and events, parks and green space, improved council, and beautification. A summary of these categories include:

- **Improved infrastructure (32.2 percent):** Wet play areas in existing parks, better roads, sports facilities (motocross track, outdoor exercise equipment), waste reuse centre, maintenance.
- **More activities and events (13.7 percent):** Night markets (like in Torquay), Festivals and event attraction (like Canberra Beer Festival), mini golf and tenpin bowling.
- **Parks and green spaces (9.3 percent):** Botanic and open gardens, walking and cycling areas (like in Bendigo), pump track/BMX tracks, nature-based playgrounds.
- **Improved council (7.7 percent):** Good staff, financial reporting, volunteering and customer service awards.
- **Beautification (7.7 percent):** Improved signage, public art and sculptures, CBD refresh.

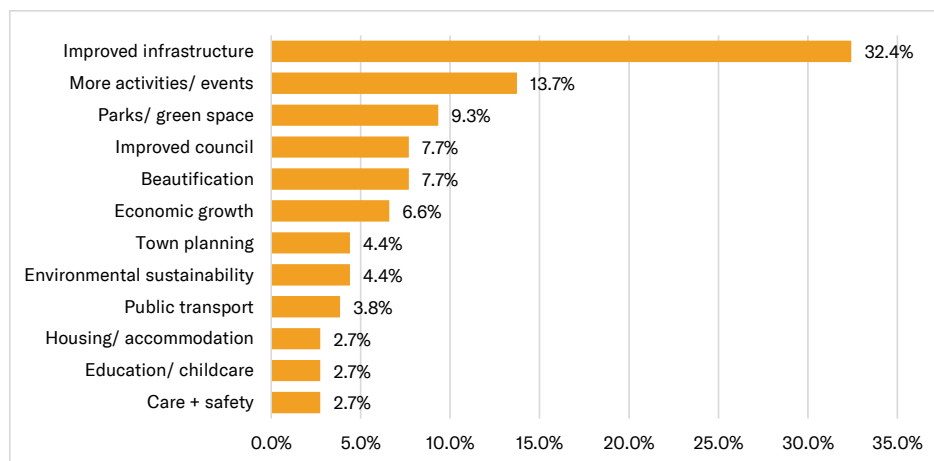


Figure 61. QP - Suggestions from other areas

Q9. What is one thing you would like to see achieved in your community in the next ten years?

n=568

Queanbeyan-Palerang residents were asked what one thing they would like to see achieved in the next 10 years. Feedback was received across four engagement methods, including the online survey, discussion guides, drawing sheets, and the Regional Wellbeing Survey.

The top five categories of things the community would like to see achieved in the next 10 years across all methods of engagement include economic growth, environmental impact, sport and recreation, infrastructure, and housing for all. A summary of priorities is provided below:

- **Economic growth (14.1 percent):** Monaro Street improvements, shop façade updates, retail diversity, small business support.
- **Environmental impact (12.6 percent):** Caring for the environment, Council leadership on climate change mitigation and adaptation, becoming carbon neutral, increased canopy cover, and waste management.
- **Sports and recreation facilities (9.4 percent):** Enhanced cycling and walking paths, dog-friendly areas, sustainable water solutions, improved public and leisure pools, and expanded sports and recreation facilities.
- **Infrastructure (9.4 percent):** Enhanced car parking, upgraded footpaths, expanded local infrastructure, improved internet and mobile connectivity, well-maintained roads, and increased water security.
- **Housing for all (8.6 percent):** Council leadership and advocacy on reducing homelessness and making more affordable housing available.

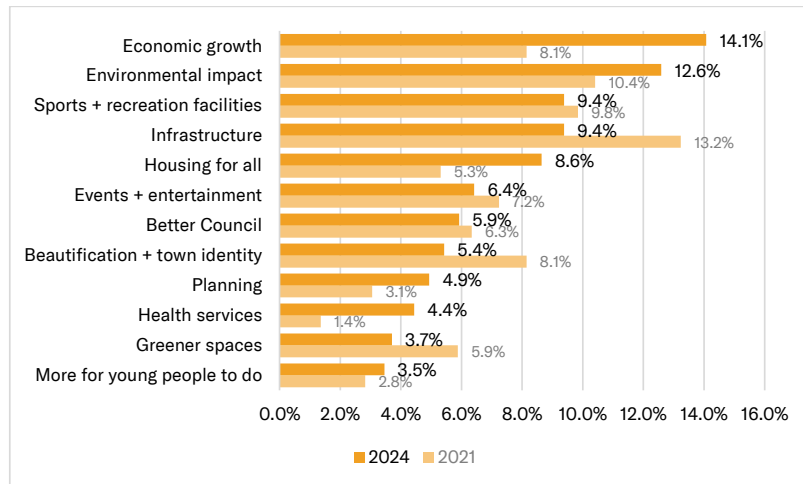


Figure 62. QP - Priorities

Table 45. QP - Priorities by method

LGA/ method	Top attribute	Attribute 2	Attribute 3	Attribute 4	Attribute 5
Queanbeyan-Palerang <i>n=568</i>	Economic growth	Environmental impact	Sport and recreation	Infrastructure	Housing for all
Online survey <i>n=203</i>	Economic growth	Environmental impact	Infrastructure	Better Council	Sport and recreation
Discussion guides <i>n=4</i>	Infrastructure/ Planning/ Sport and recreation/ Housing for all				
Drawing sheets <i>n=89</i>	Environmental impact	Economic growth	Sport and recreation	Housing for all	Events and entertainment
Regional Wellbeing Survey <i>n=213</i>	Health services	Housing for all	Infrastructure	Economic growth	Sports and recreation

Right now what is the best thing about your community (other than your family and pets)? Draw a picture to illustrate your thoughts.



“Soccer, ball, me, goals”
Male resident aged 9 years, Googong

Queanbeyan-Palerang Regional Council

How will we get there?

Q10. What services or projects do you think Queanbeyan-Palerang Regional Council should be prioritising, or lobbying other levels of government for?

n=243

When asked which services and projects, they would like Council to prioritise participants selected from a multiple-choice list of Council services and projects. In all, 302 respondents shared their views on Council direction to inform the Community Strategic Plan and Delivery Program. Feedback was received across two engagement methods: the online survey (n=240) and discussion guides (n=3).

Changes in field choice since 2021 include the removal of demerger and Council communications and the addition of drought preparedness and natural risk reduction.

Top priorities have changes slightly since 2021. Climate change and adaptation remains the top priority. Emerging priorities include Business and industry attraction, and industry attraction, and renewable energy, while Environmental stewardship and parks and playground have decreased in priority.

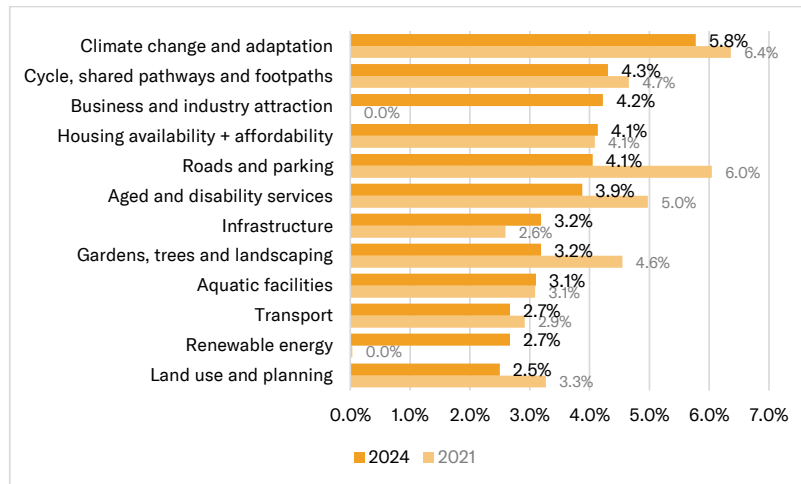
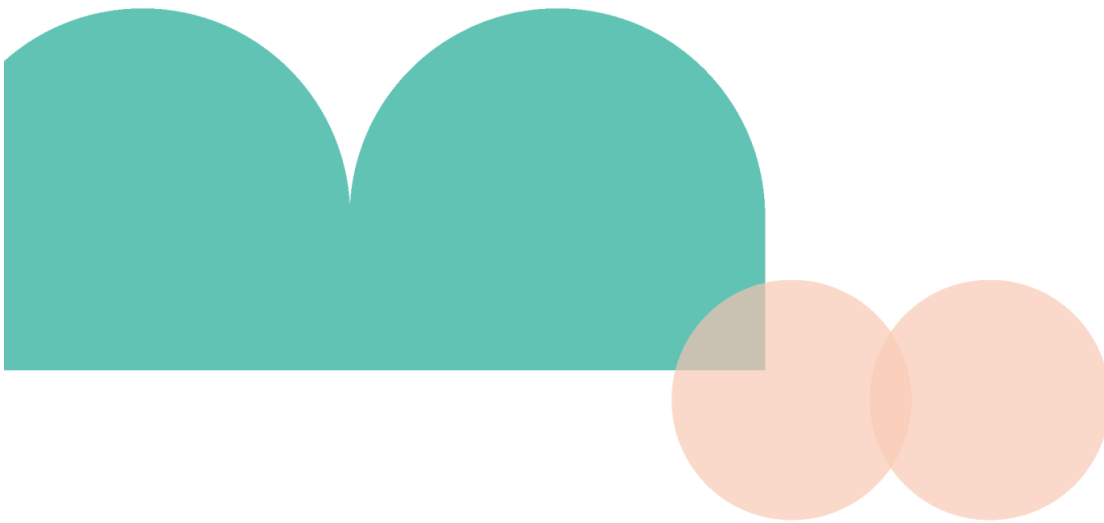


Figure 63. QP - Services & projects



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QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

12 FEBRUARY 2025

ITEM 9.1 DRAFT COMMUNITY STRATEGIC PLAN

ATTACHMENT 2 DRAFT COMMUNITY STRATEGIC PLAN

Queanbeyan-Palerang Region Community Strategic Plan 2042

2025 Revision



Queanbeyan-Palerang Regional Council

Acknowledgement of country

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

Contents

Welcome	3
Vision	4
Our plan	5
Our Queanbeyan-Palerang	6
Community engagement	8
Council's role	12
Sustainable Development Goals	13
Strategic plan	14
1. Our community	16
2. Our economy	18
3. Our environment	20
4. Our infrastructure	22
5. Our civic leadership	24
Our progress	26
Acknowledgements	30

Contact Us

Please contact Council with any enquiries regarding the Queanbeyan-Palerang Community Strategic Plan 2042:

p 1300 735 025

e council@qprc.nsw.gov.au

Welcome

We are delighted to share our community's vision for the next 18 years; the Queanbeyan-Palerang Region Community Strategic Plan 2042. This Plan presents an inspiring roadmap for our region as we move towards 2042 that captures a clear vision and compelling goals for our residents, businesses, community organisations and many partners and collaborators. It is the key strategic plan that will guide us as we work together to achieve great things for Queanbeyan-Palerang.

Since the first Community Strategic Plan (Plan) was developed over a decade ago, it has been used by Council to inform decisions and set the agenda for long-term planning of projects, infrastructure and services. Queanbeyan-Palerang Regional Council has a custodial role in initiating, preparing and maintaining this Plan. Its implementation draws on the continuing partnerships with all levels of government and agencies, non-government organisations, businesses and the community.

With the election of a new council in September 2024, NSW Integrated Planning and Reporting legislation requires that this Plan be reviewed and updated to ensure it reflects the community's priorities. This updated plan builds on the 2022 Community Strategic Plan, and considers the information gathered from engagement activities that took place in 2024. Your contributions have highlighted the strengths of our region and identified the key challenges we face.

This Plan focuses on fostering sustainable growth while preserving our natural environment. It underscores the importance of balancing development with maintaining the unique character of our towns, ensuring that the Queanbeyan-Palerang region remains a vibrant, connected, and inclusive community. By prioritising economic development, environmental stewardship, and enhanced infrastructure, this Plan aims to create a resilient and prosperous future that supports the well-being of all residents and promotes a high quality of life across the region.

Delivering this vision is not something we can achieve in isolation. Shared decision making and effective working partnerships with government agencies, non-government organisations, business and, of course, our community will be critical to our success.

The unique nature of this Plan is that it is a document for the whole community. If we are to succeed in creating the community we have envisioned with this Plan, we need to work together, and everyone is encouraged to play an active role in whatever way we can. This Plan is designed to encourage commitment to our future and a sense of common purpose and responsibility.

This is the Plan for our Queanbeyan-Palerang, and we are committed to working with our community to reach our goals.

Queanbeyan-Palerang Regional Council

Our plan

About our plan

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

It is the community's plan for the future, not a Council Plan. Queanbeyan-Palerang Regional is the custodian of the CSP; however, many other external agencies and stakeholders also lead and support the vision and strategic priorities.

Businesses, industry groups, community groups, individuals, service providers and state government agencies all have a role to play in reaching our shared vision.

Vision

Queanbeyan-Palerang will be a dynamic, connected, and prosperous region, offering a high quality of life, world-class services, and a thriving economy—while preserving our natural landscapes and fostering a strong, inclusive community.

Local Community Plans

Given the breadth and spread of the Queanbeyan-Palerang local government area and the uniqueness of its various towns and villages, in 2023 Council endorsed the proposal to facilitate the development of locality-based community plans across the Local Government Area.

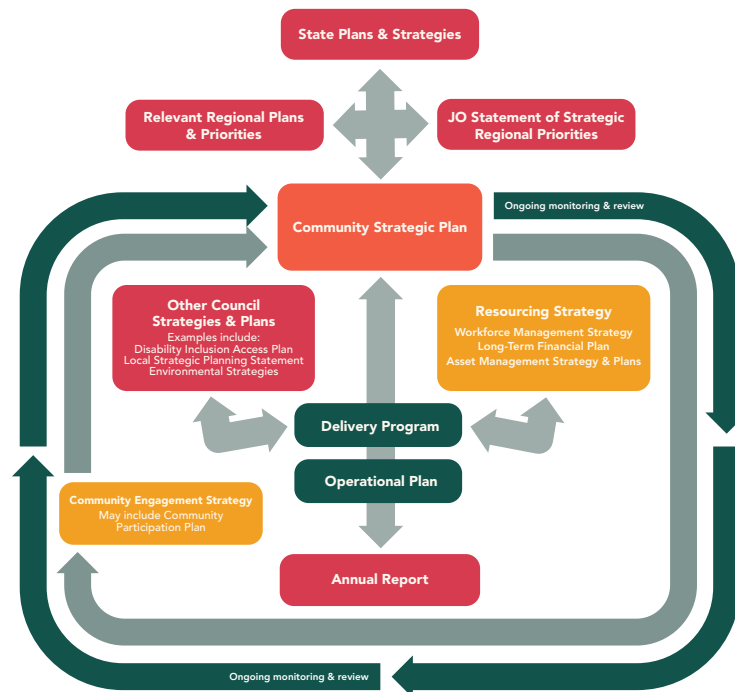
This process is facilitated by Council but driven by the various individuals, associations and community groups in each location. The plans are designed to document and acknowledge the local community vision and the issues and projects that are important to each local area. They will provide input into the development of Council's Delivery and Operational Programs.

The Braidwood Community Plan has been completed and the Captains Flat Community Plan is nearing completion. Any discrete area within the Local Government Area can opt to develop a local community plan.

Integrated Planning and Reporting Framework

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

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



Queanbeyan-Palerang Regional Council

Our Queanbeyan-Palerang

Queanbeyan-Palerang Regional Council is located in the southern tablelands adjacent to Canberra and 250km southwest of Sydney. With a current population of over 65,000, the area is projected to grow to around 80,000 people by 2036.

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

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

Total population
65,368

SEIFA index*
1061

Top industries of employment

- 1 Public Administration and Safety
- 2 Construction
- 3 Health Care and Social Assistance
- 4 Professional, Scientific and Technical Services
- 5 Education and Training

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

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

4
Aboriginal and Torres Strait Islanders

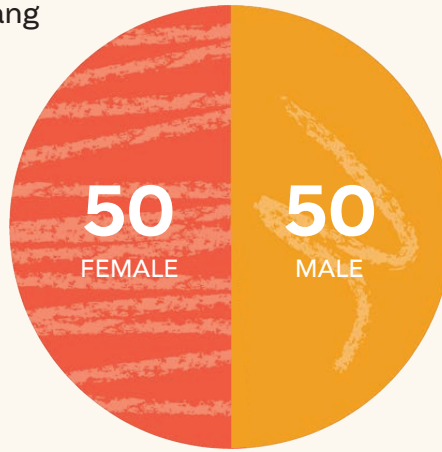
18
born overseas

14
speaking languages other than English at home

17
with an individual income less than \$400 per week

59
that completed higher education

33
that did not complete year 12



25: 0 – 19 years **56:** 20 – 59 years
19: 60+ years



27
living by themselves

73
living in families

2
unemployed and looking for work

25
working part time

17
who volunteer

66
working full time



12
care for someone with a disability

4
have a disability



72
who own, or pay a mortgage on a house

26
who rent



74
who drove to work

3
who walked to work

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

Queanbeyan-Palerang Regional Council

Community engagement

What we asked

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

How did you get involved

- Virtually – surveys
- In conversation – discussion guides, pop ups
- On paper –written submissions, drawing sheets

Participation

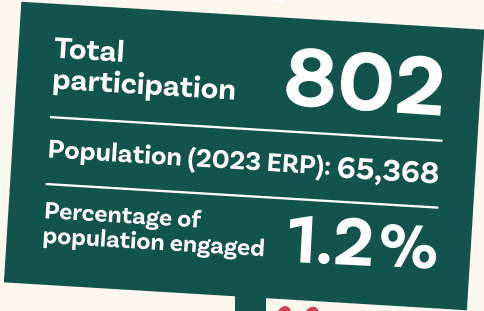
In 2021 we asked the community what they want our region to look in 2042. More than 1,720 people in the region responded.

This Community Strategic Plan builds on the previous plan, asking the community whether the goals they set three years ago are still true.

More than 800 people from the Queanbeyan-Palerang Region responded and participated between 1 February and 15 March 2024.



Community Strategic Plan 2042



* The Regional Wellbeing Survey, conducted annually by the University of Canberra, measures the wellbeing and quality of life of people living in rural and regional Australia.

Queanbeyan-Palerang Regional Council

Community engagement

What is important to you?

When we asked the Queanbeyan-Palerang community what makes their area a great place to live, the beautiful natural environment was highlighted as the top attribute. Residents greatly valued the natural surroundings, the proximity and beauty of nature, open spaces, the bush, and fresh air. The area's location, close to Canberra and the coast, was also seen as a significant advantage, offering the convenience of a capital city without the feel of city living. The strong sense of community, belonging, and inclusion was another key highlight, with residents feeling connected through active community groups. The area's affordability, rural and country lifestyle, and the emphasis on family, friends, neighbours, and personal homes and gardens were also noted as important factors. Since 2021, there has been a slight decline in the appreciation for the natural environment, though it remains the top-valued attribute. At the same time, the sense of community has grown, with more respondents highlighting the importance of belonging, togetherness, and social networks.

Main challenges

Participants identified several key challenges facing the Queanbeyan-Palerang community. The most significant concern was the lack of affordable housing, rising homelessness, and the shortage of rental properties, coupled with increasing cost-of-living pressures. The poor condition and quality of the road network, growing traffic congestion, and patchy mobile phone service were also highlighted as pressing issues. Social challenges included rising crime rates, particularly theft and family violence, along with drug use, and a lack of community cohesion, which contributed to feelings of isolation, loneliness, and concerns over personal safety. Access to health and medical care was another major issue, with difficulties in seeing doctors and specialists, long travel distances for healthcare, an under-resourced hospital, and

insufficient mental health support. The community also expressed concerns about balancing growth with preserving the natural environment, including fears of overdevelopment and dissatisfaction with the council's planning and development application processes.

Since 2021, there has been a significant decrease in concerns about council performance, suggesting either improvements or a shift in community priorities. Six new key challenges emerged prominently, being housing availability and affordability, infrastructure, social issues, services, development concerns, and transport. Meanwhile, concerns related to the environment, climate change adaptation, and jobs and employment have decreased.

Key priorities

People who took part in the engagement indicated they prioritise:

- Economic growth, focusing on improvements to Monaro Street, updating shop façades, diversifying retail options, and supporting small businesses.
- Caring for the environment by leading climate adaptation efforts, achieving carbon neutrality, increasing canopy cover, and managing waste efficiently.
- Enhancing sports and recreation facilities, including expanding cycling and walking paths, creating dog-friendly areas, and improving aquatic facilities.
- Upgrading infrastructure, with priorities on enhancing car parking, upgrading footpaths, expanding local infrastructure, improving internet and mobile connectivity, maintaining roads, and securing water resources.
- Housing for all, by increasing the availability of affordable housing and reducing homelessness.



Community Strategic Plan 2042

Queanbeyan-Palerang Regional Council

Council's role

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

Whilst Queanbeyan-Palerang Regional Council is the custodian of the Community Strategic Plan, all levels of government, businesses, industry groups, community groups and individuals will share the responsibility for achieving our long-term community goals.

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

Provide

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

Collaborate

Partner with the community, business and industry, other councils, and other tiers of government

Advocate

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

Regulate

Ensure individuals, businesses and our organisation follow legislation to keep our community and environment safe

Sustainable Development Goals

In 2015, United Nations Member States, including Australia, adopted the 2030 Agenda for Sustainable Development, which outlines 17 Sustainable Development Goals (SDGs). These goals serve as a global blueprint for peace, prosperity, and sustainability for people and the planet, now and into the future.

As responsible global citizens, we have integrated the principles of the SDGs into the development of this Community Strategic Plan. By aligning our local strategies with these global goals, we ensure that our community not only addresses local priorities but also contributes to the broader vision of sustainable development worldwide.

These are the seventeen SDGs we have considered in the formulation of our strategies:

The goals:

1. No poverty
2. Zero hunger
3. Good health and well-being
4. Quality education
5. Gender equality
6. Clean water and sanitation
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry, innovation and infrastructure
10. Reduce inequalities
11. Sustainable cities and communities
12. Responsible consumption and production
13. Climate action
14. Life below water
15. Life on land
16. Peace, justice and strong institutions
17. Partnerships for the goals



Queanbeyan-Palerang Regional Council

Plan

The Queanbeyan-Palerang CSP consists of five Strategic Pillars.

Each pillar outlines the objectives, strategies for achieving them, important partners and collaborators, and the specific role of Council.

A separate section explains the review and reporting process, and measures to track progress.

The strategies in this Plan are grounded in Social Justice Principles have been developed with careful consideration of:

1. Our community

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

2. Our economy

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

3. Our environment

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

4. Our Infrastructure

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

5. Our civic leadership

We have contemporary civic leadership and governance that is open, transparent and accountable.





Queanbeyan-Palerang Regional Council

1. Our community

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

Related Sustainable Development Goals



Objectives	Strategies	Council's role	Our partners
Our region has a vibrant community and cultural life.	1.1 We celebrate the unique heritage and identity of our people, and our city, towns, villages and rural areas.	Provide Collaborate	Community members Community groups First Nations people and Traditional Owners Community organisations
	1.2 Build cultural capacity through participation in arts, performance and cultural gatherings, events, and exhibitions.	Provide Collaborate	
	1.3 Honour and support Traditional Owners and First Nations Peoples' self-determination and their enduring connection to Country.	Collaborate	
	1.4 Foster an inclusive region through access Provide to support services and participation in community life.	Provide Collaborate	
Our health, wellbeing and resilience is supported by strong partnerships and access to services.	1.5 Improve health and quality of life through access to services, recreation, and leisure opportunities.	Provide Advocate	NSW Government Community members Community groups Health and community service providers Emergency services
	1.6 Enhance community well-being by improving safety, telecommunications coverage, and equitable access to timely care.	Provide Collaborate	
	1.7 Build resilience to prepare and respond to shocks and disasters.	Collaborate	
	1.8 Strengthen community safety and create a secure environment for all residents.	Collaborate Advocate Regulate	
	1.9 Promote learning through volunteering and access to inclusive library, historical, and museum services.	Collaborate Advocate	



Supporting documents, plans or strategies

- Disability Inclusion Action Plan
- Events Strategy
- Community Satisfaction and Wellbeing Survey
- Reconciliation Action Plan
- Community Engagement and Participations Plan
- QPRC Resilience Plan
- QPRC Library Strategy



Queanbeyan-Palerang Regional Council

2. Our economy

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

Related Sustainable Development Goals



Objectives	Strategies	Council's role	Our partners
Our region is dynamic and thriving.	2.1 Support and promote business growth to strengthen the local economy and create more job opportunities.	Collaborate Advocate	Australian Government Business and industry Community groups Community members CRJO NSW Government RDA Southern NSW and ACT
	2.2 Foster Develop our city, towns, and villages to boost appeal, business diversity, and economic resilience.	Collaborate Advocate	
	2.3 Ensure our local businesses meet required standards and are environmentally sound.	Collaborate Regulate	
Our region is a destination of choice, known for liveability and opportunities.	2.4 Enhance the Queanbeyan-Palerang region as a prime destination to boost tourism and local investment.	Collaborate Advocate	Australian Government Business and industry Community members CRJO Education providers NSW Government RDA Southern NSW and ACT Retailers Business Groups
	2.5 Make our city, town and village centres inviting through beautification, maintenance and well-designed environments.	Provide Collaborate	
	2.6 Deliver high quality education and employment opportunities for all ages.	Advocate	
	2.7 Strengthen vocational pathways to provide residents with the relevant skills.	Advocate	



Supporting documents, plans or strategies

- QPRC Events Strategy
- Regional Economic Development Strategy
- QPRC Tourism Plan
- Queanbeyan CBD Retail Growth Strategy
- CBD Transformation Strategy
- Queanbeyan CBD Spatial Master Plan
- Queanbeyan Place Plan
- Digital Economy and Smart Community Strategy
- Bungendore Place Plan
- Queanbeyan Civic and Cultural Precinct Activation Plan
- Tablelands Destination Development Plan

Queanbeyan-Palerang Regional Council

3. Our environment

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

Related Sustainable Development Goals



Objectives	Strategies	Council's role	Our partners
Our land, vegetation and waterways are managed in an integrated and sustainable manner.	3.1 Sustain, manage and protect our land, vegetation, biodiversity, and waterways.	Provide Collaborate Regulate	NSW Government Community members Community groups
	3.2 Manage the environmental impact of development sustainably.	Provide Collaborate Regulate	
	3.3 Reduce carbon emissions and improve our sustainability and climate change resilience.	Collaborate Advocate	
Our planning systems are robust and support the liveability of the area.	3.4 Support a diversity of quality and affordable housing.	Collaborate Advocate	Community members Community groups Service providers NSW Government Australian Government
	3.5 Guide sustainable growth through strategic land-use planning	Provide Collaborate	
	3.6 Ensure responsible and balanced development through rigorous assessment and compliance.	Provide Collaborate	



Supporting documents, plans or strategies

Local Strategic Planning Statement
Rural Lands Strategy
QPRC Waste Strategy
Integrated Water Cycle Management
QPRC Community Climate Action Plan
QPRC Council Operations Climate Action Plan
QPRC Comprehensive Local Environmental Plan
Development Control Plans
Roadside Vegetation Mangement Plan

Bungendore Structure Plan
Bungendore Heritage Study
Braidwood Archaeological Management Plan
Bywong/Wamboin Greenways Master Plan
December 2020
Various Plans of Management
Urban Forest and Cooling Strategy
Braidwood Structure Plan
Major Catchment Plans



Queanbeyan-Palerang Regional Council

4. Our infrastructure

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

Related Sustainable Development Goals



Objectives	Strategies	Council's role	Our partners
Our transport network is safe and allows for ease of movement throughout the region.	4.1 Deliver transport infrastructure that is well maintained and meets community needs.	Provide Collaborate Advocate	NSW Government ACT Government Australian Government Transport providers Business and industry CRJO RDA Southern NSW + ACT Regional Cities NSW
	4.2 Deliver public and community transport services to meet community need.	Collaborate Advocate	
	4.3 Enhance active transport through the development of footpaths and connected walking and cycling tracks.	Provide Collaborate	
Our community assets allow us to live healthy and social lives.	4.4 Plan for, develop and maintain community facilities that encourage participation in community life.	Provide Collaborate	Community members Community and sporting groups NSW Government Australian Government Ratepayers Association
	4.5 Support sport and recreation through well maintained and connected green spaces, play spaces, sports fields, and amenities.	Provide Collaborate	
	4.6 Maintain and protect open spaces, reserves, and green areas effectively.	Provide Collaborate Regulate	
Our community's water, sewerage, stormwater and recycled water needs are met.	4.7 Sustainably manage the region's water and sewer systems to maximise value for money and long-term sustainability.	Provide Collaborate	NSW Government Water authorities ACT Government CRJO
	4.8 Manage the region's stormwater and maximise use of recycled water.	Provide Collaborate	
	4.9 Manage the region's waste systems effectively to meet the community's needs.	Provide Collaborate	



Supporting documents, plans or strategies

- Asset Management Strategy
- QPRC Integrated Transport Strategy
- Braidwood Bicycle and Pedestrian Facilities Plan
- Bungendore Bicycle and Facilities Plan
- Queanbeyan Bicycle and Pedestrian Facilities Plan
- Sports Facilities Plan
- Integrated Water Cycle Management Plan



Queanbeyan-Palerang Regional Council

5. Our civic leadership

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

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Council is effective, financially sustainable and responsible.	5.1 Ensure Council resources, practices and processes deliver the highest value.	Provide	Community members NSW Government CRJO
	5.2 Maintain financial sustainability through prudent budgeting, efficient resource management, and clear oversight.	Provide	
	5.3 Lead, govern and regulate with integrity, fairness, openness, and accountability.	Collaborate	
	5.4 Participate in local, national, and global networks to advance opportunities for our community.	Provide	
Our community is well-informed and engaged.	5.5 Provide residents with timely, relevant, and accurate information about issues that affect them.	Provide Collaborate	All community
	5.6 Empower the local community to shape local governance.	Provide	



Supporting documents, plans or strategies

QPRC Community Engagement and Participation Plan
Customer Service Charter and Service Standards
ICT Strategy and Cyber Security Strategy
Digital Economy and Smart Community Strategy
Delivery Program and Operational Plan
Financial Strategy
Long Term Financial Plan
Customer Strategy
End of Term/State of the City Report
Training Plan

Business Continuity Plan
Community Strategic Plan 2042
End of Term/State of the City Report
Training Plan
Business Continuity Plan
Workforce Management Plan
Asset Management Strategy
Risk Management Strategy
Community Engagement Strategy



Queanbeyan-Palerang Regional Council

Our progress

Working together

This Community Strategic Plan outlines our collective vision for the future. We must work together to guide and implement strategies that move us towards these goals.

Council is proud to act as the custodian of the Community Strategic Plan, ensuring that the aspirations and priorities of our community are meaningfully documented and elevated among our partners.

Council's commitment in responding to this plan is reflected in the Delivery Program, which translates strategic objectives into actionable plans over a four-year term, aligning with the Council election cycle.

Review

To ensure accountability and transparency, the plan is reviewed every four years in line with the Council term. This regular review allows the plan to adapt to changing circumstances and emerging community needs.

Reporting

Reporting on our progress is a key component of this process.

Council will prepare the State of the Shire Report in the year in which an ordinary election of councillors is held. This Report outlines the implementation and effectiveness of the Community Strategic Plan in achieving its objectives, and will be presented and endorsed to the second meeting of a newly elected Council.

Measures

The following tables outline the measures for determining whether the objectives of this plan are being achieved. They are not measures of Council's performance, but a gauge for stakeholders to determine whether the community is moving closer to, or further away from, the vision.



Community Strategic Plan 2042

Measure	Source	Baseline	Desired trend
Community			
Personal Wellbeing Index	UoC Regional Wellbeing Survey 2021	72.5	Increase
Community Wellbeing Index	UoC Regional Wellbeing Survey 2021	5.7	Increase
Sense of Belonging Index	UoC Regional Wellbeing Survey 2021	5.7	Increase
Median Household Income (weekly)	ABS Census 2021	\$2310	Stabilise
Index of Relative Socio-economic Disadvantage (IRSED)	ABS SEIFA 2021	1061	Stabilise
Equity and Inclusion Index	UoC Regional Wellbeing Survey 2021	4.3	Decrease
Percentage of children developmentally vulnerable on 1 or more domains	Australian Early Development Census 2021	22.7%	Decrease
Life expectancy at birth for all persons	Health Stats NSW 2020	85.1 years	Stabilise
Persons with a long-term health condition as a percentage of total population	ABS Census 2021	50.6%	Stabilise
Persons with a mental health condition as a percentage of total population	ABS Census 2021	9.8%	Decrease
Voluntary Work for an organisation (all persons)	ABS Census 2021	16.5%	Increase
General Psychological Distress	UoC Regional Wellbeing Survey 2021	11.0	Decrease
Crime and Safety Index	UoC Regional Wellbeing Survey 2021	3.3	Increase
Mortgage costs >30% of income	Profile ID	9.5%	Stabilise
Rent costs >30% of income	Profile ID	24.4%	Stabilise
Access to general health services	UoC Regional Wellbeing Survey 2021	5.1	Stabilise
Access to specialist health services	UoC Regional Wellbeing Survey 2021	3.6	Stabilise
Access to mental health services	UoC Regional Wellbeing Survey 2021	3.9	Stabilise

Queanbeyan-Palerang Regional Council

Measure	Source	Baseline	Desired trend
Our Economy			
Gross regional product as a % of total State Gross Regional Product 2024	Profile ID 2024	0.49%	Stabilise
Total GST registered businesses 2023	Profile ID 2024	5520	-
Net change of GST registered businesses as a % of total businesses 2023	Profile ID 2024	-0.9%	Stabilise
Total tourism sales as a percentage of NSW's total tourism sales 2022-23	Profile ID 2024	0.3%	Increase
Percentage of persons ages 15-64 years with a non-school qualification at Certificate III or above	ABS Census 2021	66.0%	Stabilise
Persons with no non-school qualifications	ABS Census 2021	34.0%	Increase
Quality of local schools	UoC Regional Wellbeing Survey 2021	5.0	Increase
Total unemployed looking for work	ABS Small Area Labour Markets 2024	1.8%	Stabilise
Environmental			
Landscape and Aesthetics Index	UoC Regional Wellbeing Survey 2021	5.9	Increase
Perceived Environmental Health Index	UoC Regional Wellbeing Survey 2021	3.1	Increase
CO2e emissions per capita	Snapshot Climate - Australian Emissions Profiles 2021-22	13.9 tonnes	Stabilise
Average Development Application lodgement time	NSW Planning Portal 2023-24	30 days	Decrease
Average assessment days for Development Applications	OLG Your Council Report 2022-23	154 days	Decrease



Community Strategic Plan 2042

Measure	Source	Baseline	Desired trend
Infrastructure			
Road length per capita	OLG Your Council Report 2022-23	26.3 kms	-
Quality of local roads	UoC Regional Wellbeing Survey 2021	3.9	Stabilise
Access to public transport	UoC Regional Wellbeing Survey 2021	3.1	Stabilise
Mains breaks per 100 kms – Water and sewer	NSW Water 2022-23	16.1 per 100 kms of main	Decrease
Greenhouse Gas Emissions - Total water and sewer	NSW Water 2022-23	7519 CO2eq	Decrease
Recycling Rate	OLG Your Council Report 2022-23	42.7	Increase
Access to Telecommunications Index	UoC Regional Wellbeing Survey 2021	4.6	Stabilise
Number of public halls	OLG Your Council Report 2022-23	30	-
Number of public libraries	OLG Your Council Report 2022-23	3	-
Open public space	OLG Your Council Report 2022-23	1075.3 ha	-
Number of public swimming pools (including tidal and rock pools)	OLG Your Council Report 2022-23	4	-
Civic leadership			
Operating Performance Ratio	OLG Your Council Report 2022-23	5.7	Stabilise
Average residential rate	OLG Your Council Report 2022-23	\$1248.8	-
Typical residential bill for usage of water and sewerage	NSW Water	\$1619.07	-
Infrastructure backlog ratio	OLG Your Council Report 2022-23	1.2	Stabilise
Community Leadership and Collaboration Index	UoC Regional Wellbeing Survey 2021	4.4	Increase
Elected Female Councillors	OLG Your Council Report 2022-23	45	Increase
Having a Say and Being Heard Index	UoC Regional Wellbeing Survey 2021	4.4	Stabilise

Queanbeyan-Palerang Regional Council

Acknowledgements

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

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

Community Strategic Plan 2042

