Albury

Economic Development Strategy 2023 - 2027:
DRAFT

AlburyCity

REMPLAN

AlburyCity Economic Development Strategy 2023 - 2027 – *DRAFT*

This project has been conducted by REMPLAN on behalf of AlburyCity Council.

May 2023

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Acknowledgement of Country

AlburyCity acknowledges the Wiradjuri people as the traditional custodians of the land in which we live and work and we pay our respects to Elders past, present and future for they hold the memories, culture, tradition and hopes of Aboriginal and Torres Strait Islander people that contribute to our community.

This artwork represents our paths intertwining and moving forward as "one" community in Albury. "Mudyigong Ganhiimali" is the name of the artwork and it means "Elder Leading". This artwork is named this because, in order to move forward as "one" whole community we must seek the knowledge and guidance from our Elders to lead us all in the same direction of "togetherness, unity and reconciliation. The mountains not only depict the mountains surrounding the Albury area, it also is a representation of our local Elders, who push us all together as a united community. In the centre of this artwork you will see a gathering of community members. The Kangaroo tacks represent the notion of only successfully moving forward in life as one whole community.

Artwork: Mudyigang Ganhiimali
Artist: Teisha Maksymow-McGuiness.

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Executive Summary

Purpose

Local Government has an important role to play by creating suitable conditions and positive economic opportunities that improve community wellbeing.

AlburyCity Council (AlburyCity) has developed the Albury Economic Development Strategy 2023 - 2027 to establish priorities for the coming five years that will help create a sustainable, prosperous future for everyone in the Albury community.

Context

This Economic Development Strategy (EDS) has been developed within AlburyCity's existing strategic framework, the foundation of which is the City's Community Strategic Plan, *Towards Albury 2050*, and the *Two Cities one Community* partnership between AlburyCity and City of Wodonga.

Stakeholder engagement has been critical in the preparation of this economic development strategy. Recognising this, AlburyCity undertook a range of additional engagement activities encompassing a diverse cross-section of the Albury community. Participants included businesses, representatives from industry, educational organisations, service providers, government agencies, and broader members of the public.

This strategy is the product of a suite of work including the AlburyCity *What We've Heard* report which summarised engagement outcomes of various projects prior to developing this EDS. The development of this strategy was supported by a detailed *Discussion Paper* and an *Engagement Outcomes Report*.

Implementation

This EDS includes a range of actions captured under the Implementation Plan. Actions, reflecting economic objectives and priorities, will be delivered within AlburyCity's strategic framework.

AlburyCity Economic Development Objectives and Priorities

OBJECTIVE	PRIORITY
Leadership through effective partnerships *AlburyCity is a trusted partner supporting business growth and leading from within.*	- Advocacy - Collaborative partnerships (regional, intergovernmental, and industry) - Work with education and industry to address constraints and skills gaps - Culture of innovation - Agility and responsiveness - Streamline approval processes
A resilient and innovative business environment *Supporting business and industry to identify and innovatively respond to opportunities.*	- Diversification of business offerings - - Circular economy opportunities - Emerging industries - Embedded environmentally sustainable practices - Major project opportunities for local businesses - Small business support
Inclusive and equitable economic growth *Ensuring comprehensive economic growth with equitable access to education, training, and employment opportunities.*	- Equitable workforce participation - Creative economy - Cultural economy - Resident attraction and retention - Active Transport Network - Economic opportunity across local centres
A hub of activity and services within a cohesive cross border Regional City *Strengthen Albury Wodonga's role as a regional hub and operate as one cohesive Regional City.*	- Improved cross border outcomes - Celebrated Albury Wodonga Regional City identity - Progress Albury Wodonga Regional Projects - Precinct activation - Interregional transport

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Introduction

Albury City

Overview

Home to 56,600 residents the City of Albury is a modern, vibrant city on the northern banks of the Murray River. Located in the Riverina region of south-eastern New South Wales, Albury has a unique multicultural heritage.

Traditionally the home of the Wiradjuri people, the region became home to German, Dutch, Italian, Greek and Polish migrant communities after World War II, with settlements located at Bonegilla. In the last five years, the largest inflow of migrants has been from India, Bhutan and the Philippines respectively.

Albury services the wider region as the major retail, commercial, administrative, health, educational, and cultural centre. Located at the centre of the Sydney-Melbourne-Adelaide triangle, Albury is recognised as a leading regional centre with a positive outlook for growth, investment, and employment.

Albury's gross regional product (GRP) in 2022 was estimated at $4.5 billion having experienced relatively consistent growth, in real terms, since 2012.

Albury is part of the larger Albury Wodonga Functional Economic Region (FER), incorporating the Local Government Areas of Albury City, City of Wodonga, Federation, Greater Hume and Indigo Shire Councils. The FER is a recognised growth centre which functions as a single community of 142,000 people that spans the border between New South Wales and Victoria.

Figure 1. Albury Wodonga Functional Economic Region

	GRP (2022)	Unemployment (2022)	Population (2022)
Albury	$4.5B	4.3%	56,598
Albury 5-year average	5.1%	7.1%	1.6%
Albury Wodonga FER average	4.5%	4.5%	1.5%

GRP, Population average annual growth

Local Economic Context

Albury's gross regional product (GRP) is estimated at $4.5 billion, supporting a workforce of 30,000. More than half of the workforce is employed in the five largest employing sectors which deliver population focused services.

Jobs growth between 2016 and 2021 was concentrated in health care and social assistance services, education and construction services, largely reflective of the growth in population experienced over the same period.

5 largest employing sectors (2021)

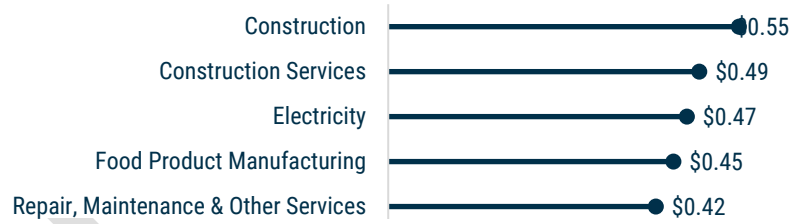
- Retail Trade (3,381 jobs)
- Health Care Services (3,330 jobs)
- Residential Care & Social Assistance Services (3,050 jobs)
- Education & Training (2,771 jobs)
- Accommodation & Food Services (2,319 jobs)

5 largest jobs growth sectors (2016 – 2021)

- Residential Care & Social Assistance Services (+1,538 jobs)
- Health Care Services (+1,208 jobs)
- Education & Training (+854 jobs)
- Construction Services (+683 jobs)
- Professional, Scientific & Technical Services (+337 jobs)

Local industry spends $2.8 billion on intermediate goods and services from within Albury. When local sectors with strong local supply chain linkages expand, other local industries also share these benefits. For example, every $1 of output generated in the Construction sector benefits local supply chains by $0.55.

Local supply chains - Top 5 industries (for every $1 output generated $ spent in local supply chains)



The number of postal and delivery service businesses has increased three-fold, reflective of the national trend of changing consumer trends and a move to online purchasing. The growth in the number of professional services businesses is largely driven by increases in management consulting services and engineering.

Business Entries - Top 5 sectors (5 years to 2023)

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Economic Development Strategy in Context

Broader national context

Economic development in local government is one part of a much broader strategic and legislative framework that guides and controls the actions of local governments. The AlburyCity Economic Development Strategy sits within a hierarchy of government priorities that influence changes in legislation, policies, strategies, plans, and initiatives. As priorities of other levels of government change, the response at the local level must adapt accordingly while still maintaining a clear line of sight to our local aspirations. The recent change in the State Government is an example where new priorities will be established.

At a regional level, local governments are part of a range of organisations that each have their own stated priorities. As a cross border community, AlburyCity's influence and participation crosses state jurisdictions which adds levels of complexity to regional priorities. AlburyCity is part of the New South Riverina and Murray Joint Organisation, the Albury Wodonga Functional Economic Region, and the Two Cities One Community partnership amongst others. The strategies and priorities for economic development at a local level must be consistent with, and aim to implement, these regional priorities. Many of the actions identified to progress economic development at a local level will ultimately be delivered by, or in partnership with, other levels of government and other organisations. Local Government's role in those actions will variably be to lead, advocate and facilitate with a focus on how outcomes are executed at a local level to improve economic prosperity.

Figure 2. Policy Context

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Integrated Planning and Reporting Framework

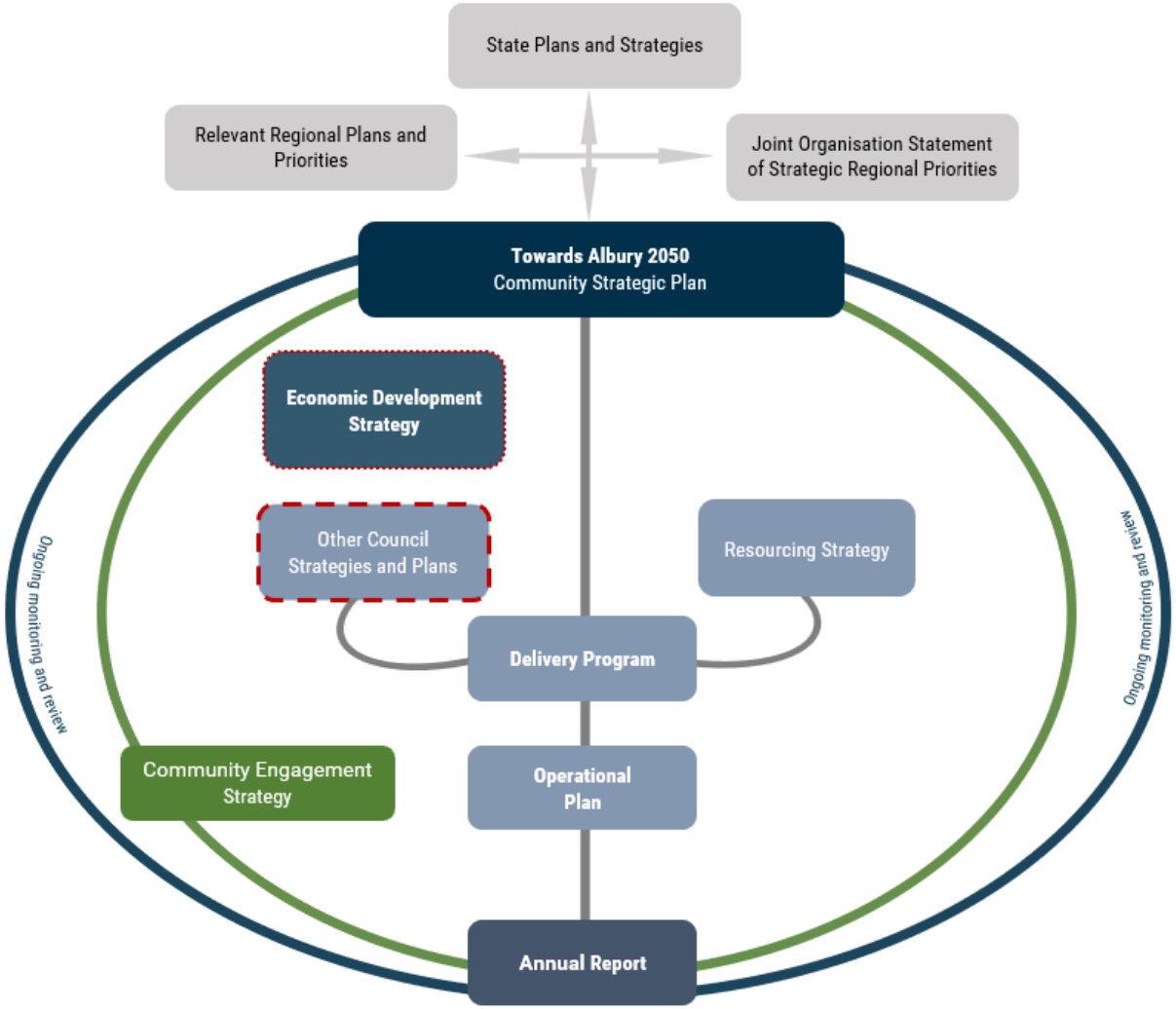
The Integrated Planning and Reporting Framework came into practice in 2009 to guide the system of integrated business planning for local government in New South Wales.

Community is the foundation, it is the local community's vision for the City that guides the development of goals and strategic actions adopted by Council, and to be advocated to other stakeholders and government agencies.

The aim of the framework is to ensure that Councils:

- Integrate community priorities into council strategies and plans.
- Support community and stakeholders to play an active role in shaping the future of the community.
- Articulate the community's vision and priorities.
- Maintain accountability and transparency by regular monitoring and reporting.

Figure 3. AlburyCity Integrated Planning and Reporting Framework



AlburyCity's economic development role

Economic development and relationship to Council core functions

Figure 4. Council's core functions and their relationship to economic development

The private sector is the primary driver of economic development through investment, business growth and local employment.

The Federal and State Governments play significant roles in progressing economic development initiatives at broader regional and national scales. Local government's role is to undertake a range of activities and initiatives in collaboration with local partners to promote the interests of the region and underpin business growth, employment, and training opportunities.

Work within the control of Council includes investment attraction and business development, infrastructure projects, land development, strategic planning, localised data provision, marketing and advocacy.

AlburyCity has an important role to play by creating suitable conditions for positive economic development outcomes through its core economic development functions.

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Economic development within AlburyCity

The purpose of economic development is to increase the economic capacity of a local area, ultimately aiming to improve the well-being of local communities. Increasing economic capacity and improving well-being is a complex undertaking, dependent on a range of social, environmental, governance, and economic factors.

AlburyCity has a range of strategies and plans that relate to one or many of these social, environmental, governance and economic factors. The Economic Development Strategy has a focus on building economic capacity but is not delivered in isolation of other strategies which have an alternate focus. Successful economic development in Albury requires the implementation and integration of these various plans and strategies.

For example, secure housing is a prerequisite for stable employment, transport is essential for an efficient economy, and inclusionary social practices improve economic participation. These few examples are all critical to economic development and are addressed in the Economic Development Strategy but are the focus of other AlburyCity plans.

The Economic Development Strategy seeks to minimise duplication and to provide support to relevant Council strategies. Figure 5 identifies a selection of AlburyCity's relevant strategies and policies which align with the Economic Development Strategy.

The purpose of economic development is to increase the economic capacity of a local area, ultimately aiming to improve the well-being of local communities.

Figure 5. Key AlburyCity strategies

Council Plans
Toward Albury 2050
Two Cities One Community
Long Term Financial Plan
Workforce Management Planning
Albury Retail Action Plan
Equal Opportunity and Diversity Strategy
Albury Creative Economy Strategy
Albury Disability Inclusion Action Plan
DRAFT Circular Economy Strategy
CBD Parking Strategy
Reconciliation Action Plan
Advocacy Strategy
Local Strategic Planning Statement
Thurgoona Wirlinga Precinct Structure Plan
Albury and Lavington CBD Masterplans
Albury Wodonga Integrated Transport Strategy
Albury Local Housing Strategy
MOVE Albury Wodonga Integrated Transport Strategy

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The Strategy

Vision

AlburyCity's guiding strategic document is the Community Strategic Plan, Towards Albury 2050. Significant levels of engagement and consultation were undertaken in the preparation of Towards Albury 2050 which includes four key themes.

To ensure alignment with the vision and aspirations of the community as outlined in AlburyCity's leading strategy, the Vision for the Albury Economic Development Strategy builds upon the Growing Sustainable Economy theme in Towards Albury 2050.

The economic vision for AlburyCity is:

The Regional City of Choice

Our growing, diverse population will be balanced by our sustainable progress in business, industry, and tourism offerings. We are part of an exemplary cross-border community, providing enviable levels of opportunity for all.

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Sustainability in Albury

In 2015, 193 countries, including Australia, unanimously agreed to the Sustainable Development Goals in the 2030 Agenda for Sustainable Development which integrates social, economic, and environmental dimensions of sustainable development.

AlburyCity has taken the initiative to commit to a more sustainable approach to achieving economic prosperity. This commitment to sustainable outcomes has been built into the Community Strategic Plan and is incorporated into the Economic Development Strategy's objectives and actions.

The United Nations Sustainability Goals deemed relevant to AlburyCity, and how they are addressed in this Economic Development Strategy, is outlined in the adjacent figure.

Figure 6. Sustainable Development Goals and the AlburyCity Economic Development Strategy

8 DECENT WORK AND ECONOMIC GROWTH

DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

INDUSTRY, INNOVATION AND INFRASTRUCTURE

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

11 SUSTAINABLE CITIES AND COMMUNITIES

SUSTAINABLE CITIES AND COMMUNITIES

Make cities and human settlements inclusive, safe, resilient and sustainable

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

RESPONSIBLE CONSUMPTION AND PRODUCTION

Ensure sustainable consumption and production patterns

13 CLIMATE ACTION

CLIMATE ACTION

Take urgent action to combat climate change and its impacts

17 PARTNERSHIPS FOR THE GOALS

PARTNERSHIPS FOR THE GOALS

Strengthen the means of implementation and revitalise the global partnership for sustainable development

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Strategic Objectives

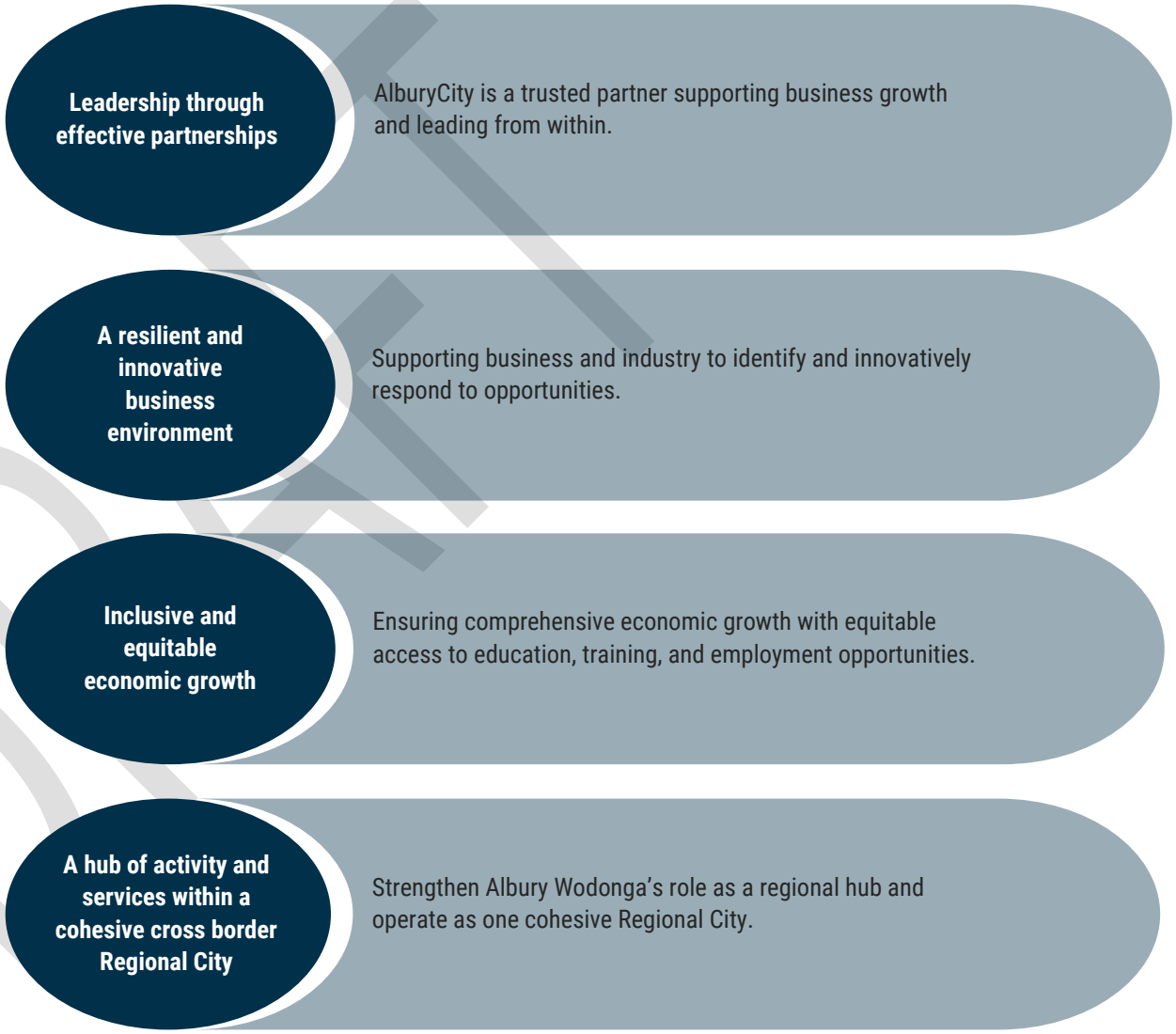
The Economic Development Strategy's objectives act as pillars for our economic vision. Each objective will be achieved by working through identified priorities and actions.

The strategic objectives were established through a process of:

- research and analysis undertaken through the *AlburyCity Economic Development 2023-2027 Discussion Paper,* and as part of other strategic projects.

- a range of engagement activities undertaken prior to and as part of the development of this strategy with community, resident, business and industry groups. Results of the engagement undertaken as part of this strategy is provided in the *AlburyCity Economic Development Strategy 2023-2027 – Engagement Outcomes Report.*

Figure 7. Strategic Objectives



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Strategic Priorities

Strategic Priorities reflect issues and matters deemed critical to progress AlburyCity in achieving the vision and objectives of the Economic Development Strategy.

These Strategic Priorities build on Albury's existing strengths and attempt to address current issues.

From these priorities a range of actions have been developed and are contained in the Implementation Plan.

Figure 8. Strategic Priorities

OBJECTIVE	PRIORITY
Leadership through effective partnerships *AlburyCity is a trusted partner supporting business growth and leading from within.*	- Advocacy - Collaborative partnerships (regional, intergovernmental, and industry) - Work with education and industry to address constraints and skills gaps - Culture of innovation - Agility and responsiveness - Streamline approval processes
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A hub of activity and services within a cohesive cross border Regional City *Strengthen Albury Wodonga's role as a regional hub and operate as one cohesive Regional City.*	- Improved cross border outcomes - Celebrated Albury Wodonga Regional City identity - Progress Albury Wodonga Regional Projects - Precinct activation - Interregional transport

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Economic Development Strategy on a Page

AlburyCity EDS Vision

The Regional City of Choice: Our growing, diverse population will be balanced by our sustainable progress in business, industry and tourism offerings. We are part of an exemplary cross-border community, providing enviable levels of opportunity for all.

Sustainable Development Goals

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

Strategic objectives

Leadership through effective partnerships

AlburyCity is a trusted partner supporting business growth and leading from within.

A resilient and innovative business environment

Supporting business and industry to identify, and innovatively respond to, opportunities.

Inclusive and equitable economic growth

Ensuring comprehensive economic growth with equitable access to education, training, employment, and housing.

A hub of activity and services within a cohesive cross border Regional City

Strengthen Albury Wodonga's role as a regional hub and operate as one cohesive Regional City.

Strategic priorities

- Advocacy
- Collaborative partnerships (regional, intergovernmental, and industry)
- Work with education and industry to address constraints and skills gaps
- Culture of innovation
- Agility and responsiveness
- Streamline approval processes

- Diversification of business offerings
- Circular economy opportunities
- Emerging industries
- Embedded environmentally sustainable practices
- Major project opportunities for local businesses
- Small business support

- Equitable workforce participation
- Creative economy
- Cultural economy
- Resident attraction and retention
- Active Transport Network
- Economic opportunity across local centres

- Improved cross border outcomes
- Celebrated Albury Wodonga Regional City identity
- Progress Albury Wodonga Regional Projects
- Precinct activation
- Interregional transport

Top actions

- Advocate to government and private sector for policy and infrastructure investment.
- Targeted skills attraction.
- Lead Albury City's investment attraction initiatives.

- Embedded environmentally sustainable development priorities.
- Night-Time Economy Strategy.
- Establish initiatives to support First Nations business opportunities.
- Engage industry stakeholders to develop existing business.

- Lavington Economic Revitalisation Plan.
- Advocate for expanded provision of childcare services.
- Creative Economy Strategy and Action Plan.

- Identify and advocate for resolution of cross border issues.
- RAMJO Regional Freight Transport Plan.
- Industrial Land Study.

Detailed Objectives

Leadership through effective partnerships

AlburyCity is a trusted partner supporting business growth and leading from within.

Leadership involves trust, integrity, inspiration, and agency. Leadership in economic development involves identifying the people or organisations who exemplify best practices in a region, inspire a shared vision of increased prosperity, and enable others to act. AlburyCity can and does play a key leadership role in the region as a major employer, service and infrastructure provider, and a significant procurer of goods and services.

Strength in economic leadership often comes through partnerships, communication and networking. Often acting as the common link between levels of government and various organisations, AlburyCity plays a critical role as a partner itself but also as a facilitator of partnerships between others.

AlburyCity aims to be the 'partner of choice' for local organisations looking to promote and progress the economic interests of the region.

AlburyCity's role as a leader and agent of change also requires cohesive and collaborative internal partnerships, working toward a common goal and aspiration.

Celebrating and communicating the positive outcomes borne of Council's collaborations demonstrate to the community, business and industry the confidence across Council departments, in turn reinforcing AlburyCity as a trusted partner.

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

17 PARTNERSHIPS FOR THE GOALS

How will we get there?

Advocacy

AlburyCity's role in advocacy extends across government and non-government sectors. Publicly supporting and promoting specific projects, new initiatives, investment opportunities, and the region more broadly is a key function of local government in economic development. AlburyCity will continue its advocacy role while focussing on several specific projects and initiatives.

Collaborative partnerships

Council is often best placed to lead by example while also coordinating partnerships and driving collective impact across multiple stakeholders.

AlburyCity is part of, or facilitates, a range of collaborative partnerships in the region. AlburyCity aims to build on existing partnerships, begin a more strategic approach to engagement with the region's top businesses, and establish several new industry bodies in target sectors.

Work with education and industry to address constraints and skills gaps

Employment and education are inextricably linked. Businesses expand and create job opportunities when people are educated and apply their skills and knowledge in the workplace. Enabling people to access educational and training opportunities throughout their working lives not only benefits the individual, but also the community more broadly.

Through research and ongoing engagement with industry and education providers, AlburyCity will look to identify local skills gaps and devise localised solutions. Initiatives will be targeted on key sectors, as well as on developing workforce skills that have a broad application across sectors.

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Culture of innovation

A culture of innovation is one where people are encouraged to share new and creative ideas and solutions. The people within the AlburyCity organisation provide a wealth of knowledge, experience and ideas that can improve how we work and support the community. AlburyCity will take both an internal and external approach to developing its culture of innovation. A new inter-departmental innovation group will guide internal initiatives, while participation in an open data portal will be a concrete example of how AlburyCity will enable residents and businesses to access real-time data managed by Council.

Agility and responsiveness

Albury's growing population increases demand for certain services, such as health care, education, and basic infrastructure provision. AlburyCity currently responds to a range of information requests to support business as well as undertaking ad-hoc analysis and reporting.

Representation on various regional groups will enable AlburyCity to remain abreast of the changing needs of the business community and various industries. AlburyCity must be flexible and willing to adjust the ways it delivers initiatives in order to respond to the changing environment.

Streamline approval processes

Local Government is responsible for administering a range of legislation which often entails an approval process for certain activities. Approvals are often required by various departments within council as well as other government agencies which can become complex to navigate for individuals and businesses. AlburyCity has an established concierge service which can be built upon and improved. Policies and procedures of various departments across council can influence aspects of business operations by responding efficiently to requests and opportunities. AlburyCity will aim to improve policies and procedures in accordance with legislated requirements in order to facilitate business activity, grow housing stock, and support events in the region.

Toward 2050 alignment

A Growing Sustainable Economy

1.1 Albury is a liveable city supporting sustainable population growth through the provision of high-quality infrastructure, industry-leading services and high levels of amenity.

1.2 Albury has an accessible, integrated transport network that connects our city through safe and efficient travel options.

1.4 Albury has a national reputation as a place to do business, supported by a resilient, future-focused and sustainable economy driving employment and supporting growth across all sectors.

A Leading Community

4.1 Albury has strong partnerships so that the community's aspirations can be delivered through an integrated planning approach.

4.2 Albury collaborates as a community to plan for the future and work towards a shared vision.

4.4 Albury continues to have strong community leadership from a diverse range of backgrounds, driven by good governance.

Alignment to other AlburyCity Strategies

Advocacy Strategy (currently in draft) | Albury Retail Action Plan (currently in draft) | Equal Opportunity and Diversity Strategy | Albury Creative Economy Strategy | Albury Disability Inclusion Action Plan

Albury Wodonga Regional Projects

Total funding commitment $130 million for a range of priority projects.

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A resilient and innovative business environment

Supporting business and industry to identify, and innovatively respond to, opportunities.

Resilience and innovation are key success factors for businesses and economies in general. The ability to respond to crises has become critical over recent years with an increasing number and variety of disruptions occurring at a local and international level. Resilience is a broad concept that can relate to something as specific as an individual business's finances, or as expansive as the natural environment. AlburyCity aims to support businesses in becoming more resilient at an individual business level, but also at a more extensive level that benefits the wider economy.

Being innovative is one key way for businesses and regions to become more resilient and capture new opportunities. Innovation is critical for businesses and regions to grow, adapt, build capacity, and prosper. Innovation which builds resilience improves business confidence to take on measured risk such as entering emerging markets.

The circular economy has been in focus over recent years as a way of organising industrial systems to support resilience. Proponents of a circular economy argue that circular economic principles can foster innovation and productivity while creating more job opportunities, encouraging social inclusion, and improving environmental outcomes. Albury has already cemented its position as a national leader in waste management and circular economy technology, and the City's geographical location is well placed to become a circular economy industrial hub.

How will we get there?

Diversification of business offerings in the CBD

The CBD plays an important role as a destination for entertainment, food, arts and night life for locals and residents from the wider area. There is a desire for further diversity in the range of recreation and entertainment offerings in Albury. Formalising Council's approach to the night-time economy and commercialising the Murray River Experience will be the main outcomes of this priority.

Circular economy opportunities

The circular economy is one of the great business opportunities of our time. Local government's understanding of and involvement in their region is both deep and broad which places AlburyCity in a critical role for unlocking the benefits of a circular economy. AlburyCity also manages much of the 'waste' from the broader region and has already been turning major waste streams into resources. Building on the work that is already underway and making stronger connections with the business community presents a significant opportunity that will be expanded through this strategy.

Emerging industries

Emerging industries are those in their early phase of development and demonstrate the potential for strong, sustained growth. These industries often build on local competitive advantages and have potential to be important employers in the future. However, emerging industries often have unique requirements, operating with a higher degree of uncertainty than more mature industries. AlburyCity is keen to identify and understand nascent industries, ideas, or products in the region and to establish support mechanisms that will help them develop.

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Embedded environmentally sustainable practices

Environmental sustainability is about conserving natural resources and operating within the ecological limits. The benefits of implementing environmentally sustainable practices are widely accepted, conserving the environment while simultaneously reducing costs, expanding employment opportunities, and improving a business' reputation.

AlburyCity will investigate opportunities to form a Centre of Environmental Excellence that establishes the region as a leader in environmentally sustainable practices. Embedding environmentally sustainable practices would also be achieved through more targeted initiatives relating to energy, transport electrification, and environmental-economic reporting.

Project opportunities for local businesses

There are major infrastructure opportunities across the region, such as Snowy 2.0, Inland Rail and Defence upgrades. In addition to major projects, there are also a wide range of small to medium-sized projects delivered by councils. As a leading regional organisation AlburyCity can proactively work with local business to raise awareness of project opportunities and to remove barriers for local business. AlburyCity will utilise a range of internal and external approaches to support local business to participate in government projects across the region. This will build the local business network, support local supply chains, and expand local capability.

Small business support

Small businesses are the backbone of any regional economy, generating employment opportunities and supporting extensive local supply chains (businesses employing less than 5 workers account for 85% of Albury's businesses). AlburyCity will continue to deliver a range of small business support programs, such as Business Connect which delivers effective support for business across Albury Wodonga.

Given the right support and mentoring there is significant opportunity for First Nations businesses. Opportunities and support for First Nations businesses needs to be led by the First Nation community. AlburyCity will work with local groups to explore and realise business opportunities for the local First Nations community that will support self-determination, encourage creativity, productivity, and resilience.

Toward 2050 alignment

A Growing Sustainable Economy

1.4 Albury has a national reputation as a place to do business, supported by a resilient, future-focused and sustainable economy driving employment and supporting growth across all sectors.

1.5 Albury has a secure, integrated water and natural asset supply to support a circular economy.

An Enhanced natural Environment

2.1 Albury is a zero emission and climate resilient city.

2.3 Albury is a leader in resource management and circular economy.

2.4 Albury is a recognised leader in the protection, conservation and management of our natural assets.

A Leading Community

4.4 Albury continues to have strong community leadership from a diverse range of backgrounds, driven by good governance.

Alignment to other AlburyCity Strategies

Albury Retail Action Plan (currently in draft) | Albury Creative Economy Strategy | Circular Economy Strategy | CBD Parking Strategy

Albury Wodonga Regional Projects

Advanced manufacturing

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Inclusive and equitable economic growth

Ensuring comprehensive economic growth with equitable access to education, training, employment, and housing.

Albury aspires to be a caring community where an individual's wellbeing and self-determination is highly valued. This objective aspires to bring the whole community on the economic growth journey and ensures all businesses, regardless of location have access to the right information to understand opportunities that exist.

The Albury community is diverse and welcoming and strives to be a community which is safe, where everyone has access to quality facilities, services, opportunity, and where culture is celebrated. This inclusive approach extends to the business community. Albury aspires to be a regional centre of bold opportunity, where business ideas are realised, where businesses once considered as on the fringe have access to the appropriate support and advice to realise their potential. Albury is a city of opportunities for culturally and linguistically diverse groups and Aboriginal and Torres Strait Islander businesses to contribute to the local economy.

Economic participation refers to engagement in work or education which enables access to economic resources and supports positive social and health outcomes. Commonly cited barriers to employment include lack of transport, lack of childcare, poor housing, and poor mental health. Removing barriers to workforce participation can unlock latent economic opportunities and productivity. For those experiencing long-term unemployment and intergenerational unemployment, removing barriers to participation can greatly improve wellbeing and affect generational change.

AlburyCity is also committed to working in partnership toward a proud and thriving future where Aboriginal and Torres Strait Islander peoples are empowered through recognition, opportunity and self-determination.

17 PARTNERSHIPS FOR THE GOALS

11 SUSTAINABLE CITIES AND COMMUNITIES

17 PARTNERSHIPS FOR THE GOALS

How will we get there?

Equitable workforce participation

Equitable workforce participation can only be achieved by ensuring all community groups, regardless of age, gender, culture, family status, place of residence, or physical abilities, are aware of and feel empowered to act on employment opportunities.

Identification of workforce barriers is the first step in understanding the role Council can play in supporting greater participation. AlburyCity will undertake a range of initiatives from research, through to engagement and advocacy in order to engender greater equity in workforce participation, including groups at risk of long-term unemployment.

Creative economy

The creative economy is made up of creative talented groups or individuals that support employment opportunities through the generation of intellectual property, entertainment, or participation as specialist creatives and creative support workers.

The creative industries workforce is innovative, and has a wide range of skills including design, marketing and software development, and can be drivers of innovation in traditional industries. A thriving arts and creative culture community contributes to identity, social capital, well-being and economic prosperity.

Cultural economy

Celebrating the culture and diversity of Albury strengthens community connections and builds community pride. Council is effective in its' work with diverse community groups to ensure cultural diversity is welcomed, recognised, celebrated, and connected.

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Council is committed to the promotion of local Aboriginal and Torres Strait Islander cultural heritage in a way that is significant and respected and desired by the First Nations people.

Distinct from the creative economy (in this strategy) the cultural economy reflects the reproduction and distribution of works which reflect local culture and diversity. In particular this relates to the creation of economic opportunities relating to the expression of our unique evolving heritage.

Developing a longer-term plan, facilitating events in locations that celebrate culture and diversity, and promoting cultural assets and attractions will be important aspects of this priority.

Resident attraction and retention

Resident attraction and retention are largely reflective of lifestyle as well as options for employment, including career progression. Local Government contributes to those factors through support for economic development and ensuring community infrastructure and local services keep pace with a growing population. AlburyCity already delivers a range of resident attraction initiatives ranging from new resident guides, new resident surveys, and attraction campaigns. AlburyCity will aim to continue successful initiatives while trialling new activities that assist new residents settle within the community.

Active Transport Network

Active transport networks is the infrastructure that facilitates transport modes such as walking, cycling, running, and scootering. Active transport is the most equitable forms of transport and is often the only way that many people are able to access work, education and services. The delivery of a comprehensive active transport system was often raised in stakeholder engagement as a way to support workforce participation, access to education and to increase liveability.

Economic opportunity across local centres

Planning for population growth through assessment and allocation of residential and commercial land is the role of land use planning. The role of economic development is to identify issues and opportunities that result from growing populations and facilitate outcomes to benefit the wider community through economic activity. Servicing growing populations within local areas creates opportunities to disperse business opportunities through the provision for and activation of neighbourhood centres. There will be a key focus on Lavington, building a civic heart and pride for this important centre.

Toward 2050 alignment

A Growing Sustainable Economy

1.4 Albury has a national reputation as a place to do business, supported by a resilient, future-focused and sustainable economy driving employment and supporting growth across all sectors.

A Caring Community

3.1 Albury's local Aboriginal and Torres Strait Islander community is empowered through self-determination.

3.2 Albury is a welcoming, caring and healthy community with an emphasis on physical, mental and spiritual wellbeing.

3.4 Albury is a destination for young people that collaborates with them to increase education and is youth centric.

A Leading Community

4.4 Albury continues to have strong community leadership from a diverse range of backgrounds, driven by good governance.

Alignment to other AlburyCity Strategies

Reconciliation Action Plan | Albury Retail Action Plan (currently in draft) | Equal Opportunity and Diversity Strategy | Albury Creative Economy Strategy | Albury Disability Inclusion Action Plan | Albury and Lavington CBD Masterplan| MOVE Albury Wodonga Integrated Transport Strategy

Albury Wodonga Regional Projects

Murray River Experience Precinct | Albury Entertainment Centre | Lauren Jackson Sports Centre | Housing for health workers

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A hub of activity and services within a cohesive cross border Regional City

Strengthen Albury Wodonga's role as a regional hub and operate as one cohesive Regional City

Regional hubs serve as centres for extensive geographic areas through the provision of access to education, jobs, personal and professional services, recreation, and opportunities for cultural participation. Albury has become increasingly important to surrounding areas as a service hub, and a regional centre for major sporting, entertainment events, and the arts. This hub and spoke system will continue to reinforce Albury's role in servicing surrounding areas. However, in coming years this will require continued infrastructure investment to meet the changing needs of community (business and residents) locally and those of surrounding areas.

Ensuring that the presentation and structure of each local area does not hinder activity is important for viability and growth. Streetscapes, street furniture, wayfinding and signage will all play an important role in making town centres places people want to 'linger longer'.

The twin cities of Albury and Wodonga is one of largest cross-border communities in Australia. Despite being located in different states, it is widely recognised that Albury Wodonga functions as one community. While this has its benefits, the issues related to policy, service delivery and regulation for organisations and individuals operating in two jurisdictions is significant. There are a significant number of organisations, partnerships and initiatives that aim to address these issues, however cross-border problems were one of, if not the most, commonly raised matters through engagement in this project.

An effectively functioning public transport system is one aspect of a cohesive city. Public transport can increase productivity for the economy as a whole by enhancing access to jobs, increasing business and freight movement efficiency, and through easing of growing road congestion pressures. Recognising the importance of the transport system, significant work is already underway through the development of the *MOVE Albury Wodonga Integrated Transport Strategy*.

17 PARTNERSHIPS FOR THE GOALS

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

How will we get there?

Improved cross-border outcomes

Cross-border issues, including legislative barriers, state-based trade licences and state government funding, were identified as the principal constraints to local economic development throughout stakeholder engagement. There are already a range of bodies and committees working to address cross-border issues in the region. AlburyCity will continue to deliver in its role to identify and resolve cross-border matters that hinder economic development.

Celebrated Albury Wodonga Regional City identity

Albury Wodonga is a nationally recognised brand that must continue to be supported and celebrated for its role in promoting the region and expanding economic opportunities in the wider community. This strategy will see continued support of the nationally recognised Albury Wodonga brand identity.

Realise Albury Wodonga Regional Projects

The Albury Wodonga Regional Projects will deliver on priority projects as identified through extensive community consultation. However, without continued efforts to advocate on the urgent need for many of those projects it may be some time before those projects are realised. Ensuring levels of government and community are kept informed and engaged will ensure this landmark partnership maintains momentum and visibility.

Precinct activation

Albury has a number of identified precincts, including Thurgoona Wirlinga, NEXUS, and Riverside amongst others. Actions in this Economic Development Strategy will support development and implementation of master plans. Economic development will play a central role in the delivery of NEXUS, a

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declared NSW Regional Job Precinct, from infrastructure assessments, promotional collateral, and land sales.

This includes actions to identify strategic land holdings that need to be acquired or developed to support industry diversity and employment across the municipality. For some established areas, this may require actions to unlock existing land and encourage private sector development.

Public investment in developing 'complete streets' has been linked to corresponding private investment by business and property owners within the central trading areas of townships. This priority will support the 'economic opportunity across local centres' priority in producing places where people want to be, which in turn, encourages a range of economic activity and opportunities.

Distributed place making will complement larger-scale physical improvements typically outlined in masterplans and urban design frameworks by investigating and implementing trial programs and supporting economic activity within places.

Interregional transport

Reliable transportation connections are critical for business and industry but are also important for residents to access healthcare and education, and to participate in social activities. There is a need to continue advocacy for improved public transport connections to major centres, particularly Melbourne, this requires partnership across providers, government, and regional organisations to unlock the current constraints. Supporting the delivery of *MOVE Albury Wodonga* and advocating to other levels of government will be key outcomes.

Toward 2050 alignment

A Growing Sustainable Economy

1.1 Albury is a liveable city supporting sustainable population growth through the provision of high quality infrastructure, industry-leading services and high levels of amenity.

1.2 Albury has an accessible, integrated transport network that connects our city through safe and efficient travel options.

1.4 Albury has a national reputation as a place to do business, supported by a resilient, future-focused and sustainable economy driving employment and supporting growth across all sectors.

A Leading Community

4.3 Albury is nationally recognised as a vibrant, innovative, collaborative cross-border community.

Alignment to other AlburyCity Strategies

Advocacy Strategy | Albury Creative Economy Strategy

Other

Albury Wodonga Regional Economic Development Strategy | Two Cities One Community, Community Strategic Plan | MOVE Albury Wodonga Integrated Transport Strategy

Albury Wodonga Regional Projects

Cross-Border Health Taskforce | Albury Airport

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Implementing the Strategy

Measuring Success

The role of monitoring and evaluation of the Economic Development Strategy is required to understand the performance and success of actions taken to achieve our economic objectives.

Measurement of the 'Leadership' priority will primarily utilise qualitative assessments of satisfaction which will be obtained through annual surveys of the business community. Where available, a quantitative measure has been suggested for the remaining objectives to assess performance over time. A regional benchmark has been included where data is readily available, primarily regional New South Wales. Measuring performance against a benchmark is a means to account for factors outside the influence of local economic development actions, e.g. unexpected events that impact the wider region, State or the Nation.

Economic Objectives & Priorities	Indicator	Reporting/data source	Measure
Leadership through effective partnerships			
- Advocacy. - Collaborative partnerships. - Work with education and industry to address constraints and skills gaps. - Streamline approval processes. - Culture of innovation. - Agility and responsiveness.	Provision of business support.	Count of applicants to the Albury Economic Development Incentive Program (EDIP). Count of Albury Business Connect members. Count of attendees at Albury Business Connect events.	Annual increase in numbers.
	Job vacancies by industry	Count of jobs advertised on external advertising platforms.	Number of job vacancies per month by industry to inform skills gaps.
	Customer satisfaction.	Biennial Customer Satisfaction survey.	Annual increase in satisfaction metric.
	Business satisfaction.	Feedback from business round tables and working partnerships.	Annual increase in satisfaction metric.
	Satisfaction with advocacy efforts.	Community and business survey.	Annual increase in satisfaction metric.
Resilient and innovative business environment			
- Diversification of business offerings. - Circular economy opportunities. - Emerging industries. - Embedded environmentally sustainable practices. - Major project opportunities for local businesses.	Economic wealth generated by workers.	Gross Regional Product per worker.	Annual increase greater than regional New South Wales.
	Carbon emissions reduction.	Carbon emissions for Albury reduced by 40% by 2025 compared to 2018/19 levels (excluding waste).	Target of 40% reduction met by 2025.

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- Small business support.	Waste recovery improvement.	Increase proportion of average recovery rate from all waste stream at Albury Waste Management Centre.	Annual increase in average recovery rate.
	Small business counts.	Counts of Australian Businesses, Australian Bureau of Statistics.	Annual growth rate in number of businesses with less than 20 staff greater than regional New South Wales.
	Industry diversification.	Industry diversification index. (Utilising an approach such as the Herfindahl-Hirschman Index or standard deviation across employment sectors).	Industry diversification in Albury is greater than regional New South Wales.
	Business entries by sub-sector.	Australian Business Register data.	Annual growth rate of entries by sub sector in key sectors is greater than regional New South Wales.
Inclusive and equitable economic growth			
- Equitable workforce participation. - Creative economy. - Cultural economy. - Resident attraction and retention. - Active Transport Network. - Economic opportunity across local centres.	Unemployment rate.	Small Area Labour Markets (SALM), compiled by Jobs and Skills Australia.	Annual unemployment rate is below regional New South Wales.
	Labour force participation.	Census 2026 (available 2027) indicator "Not in the labour force" benchmarked against Census 2021.	Labour force participation has increased.
	Labour force status.	Census 2026 (available 2027) benchmarked against Census 2021.	Proportion of people employed in full-time work has experienced a higher increase than regional New South Wales.
	Youth engagement in study or employment.	Census 2026 (available 2027) benchmarked against Census 2021.	Proportion of youth engaged in work or study has experienced a higher increase than regional New South Wales.
	Cultural events.	Count of council facilitated/supported events that focus on and promote local culture and diversity.	Annual increase in the number of events facilitated/supported.
	Creative workforce.	Job count within "Heritage, Creative & Performing Arts" industry sector as reported by Census 2026 (available 2027) benchmarked against Census 2021.	Rate of growth is higher than regional New South Wales.

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	Uptake of active transport.	Biennial pedestrian counters on key active transport routes.	Annual increase in the number of trips on routes.
	Digital inclusion.	Australian Digital Inclusion Index (ADII) dashboard	Gap between Albury and State average ADII decreases each year.
	First Nations business participation.	Employment count of First Nations people as reported by Census 2026 (available 2027) benchmarked against Census 2021.	Proportion of First Nations people engaged in the workforce has experienced a higher increase than regional New South Wales.
	Job growth in centres outside the CBD.	Number of workers in small areas (i.e. destination zones) as captured by Census 2026 (available 2027) benchmarked against Census 2021.	Higher job growth rate in non-CBD employment centres relative to Albury CBD.
A hub of activity and services within a cohesive cross-border Regional City			
- Improved cross-border outcomes. - Celebrated Albury Wodonga Regional City identity. - Progress Albury Wodonga Regional Projects. - Precinct activation. - Interregional transport.			
	New resident retention.	Census 2026 (available 2027) indicators "LGA of Usual Residence 1 Year ago" and "LGA of Usual Residence 5 Years ago" benchmarked against Census 2021.	Proportion of retained residents is higher than the Albury Functional Economic Region.
	Business entries by suburb.	Australian Business Register data.	Increase relative to the prior year in the number of business entries in key employment centres.
	Precinct Activation.	Count of Council facilitated community events.	Annual increase in the number of council facilitated/supported events.
	Improved cross border outcomes.	Cross Border Advisory Committee.	Resolution of cross border issues as identified in the Victoria-NSW MoU Annual Work List.
	Albury Wodonga Regional Projects outcomes.	Milestone progress documented for identified projects.	Projects are progressed as defined in respective project plans once defined.
	Advocate for improvements and increased frequency of rail and air transport	Freight operators' feedback and data	Increase of freight services and tonnes of freight transported annually.

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Implementation Plan

Council's Planning Framework integrates State Planning policy and the principles established through the United Nations Sustainable Development Goals and provides an important lens for investment and decision making. This Economic Development Strategy has been developed within AlburyCity's existing strategic framework, the foundation of which is the City's community strategic plan, *Towards Albury 2050*, and the *Two Cities one Community* partnership between AlburyCity and City of Wodonga.

The Implementation Plan outlines a range of focused actions relating to the identified strategic priorities which will be delivered within AlburyCity's strategic framework. Delivering on these actions aims to achieve the four objectives and fulfil AlburyCity's economic vision. This implementation plan provides detail for each initiative, timing, and level of prioritisation.

Strategic Priority	Action		AlburyCity Role Lead Partner Support	Potential Partners	Timing Immediate (< 6mnths) Medium (6mnths–2yrs) Long (2 – 4 yrs) Ongoing	Priority High Medium Low - (n.a.)
1. Leadership through effective partnerships						
1.1 Advocacy	1.1.1	Advocate as a regional leader to government departments and the private sector on behalf of local business and industry for programs, policy changes, infrastructure and funding, e.g. Albury Wodonga Regional Projects.	Partner	City of Wodonga, NSW State Government, VIC State Government, Federal Government	Ongoing	High
	1.1.2	Facilitate grant application process for AlburyCity and external stakeholder to support local economic development and related initiatives.	Lead	-	Ongoing	High
	1.1.3	Advocate to service providers to ensure adequate infrastructure to service the resident population and enable employment growth (such as affordable housing, health services, and education facilities).	Lead	Community groups, NSW State Government, Federal Government	Ongoing	High
1.2 Collaborative partnerships	1.2.1	Develop and maintain industry engagement by utilising the Customer Relationship Management system to enhance and manage relationships with Albury's 50 top employing businesses.	Lead	-	Immediate	Medium
	1.2.2	Facilitate establishment of, and contribute to, a manufacturers group to promote and develop manufacturing in the region, with a focus on innovative and advanced manufacturing. Once established the group will be operated and managed by industry representatives.	Lead	-	Medium	High

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	1.2.3	Facilitate and work with the Economic Development Round Table with a focus on information sharing and the identification of priority joint-projects.	Lead	-	Ongoing	Medium
	1.2.4	Manage agreement with Albury Business Connect (ABC) for business development services.	Lead	Albury Business Connect	Ongoing	Low
	1.2.5	Maintain a register of major employers (top 100).	Lead	-	Ongoing	Low
	1.2.6	Lead business and industry events with target industries to develop and grow industry capability, and to identify how AlburyCity can assist industry development.	Lead	Albury Business Connect	Ongoing	Low
1.3 Work with education and industry to address constraints and skills gaps	1.3.1	Continue to monitor skills gaps across the region.	Lead	-	Ongoing	Medium
	1.3.2	Maintain and support working groups such as the Economic Development Round Table which brings together local industry and education providers to identify training opportunities to fill existing and upcoming skills gaps.	Support	Economic Development Round Table	Ongoing	Medium
	1.3.3	Targeted skills attraction via resident and industry attraction activities to assist in addressing skills gap.	Lead	-	Medium	Medium
1.4 Culture of innovation	1.4.1	Implement the drafted Two Cities One Community Open Data Policy to encourage community and business use of public data managed and maintained by Council.	Partner	City of Wodonga	Immediate	High
1.5 Agility and responsiveness	1.5.1	Respond to internal and external requests for economic, demographic, forecast and other data.	Lead	-	Ongoing	High
	1.5.2	Administer and review the Albury Economic Development Incentive Program (EDIP) to improve applicant numbers.	Lead	-	Ongoing	Medium
	1.5.3	Monitor and advocate for the ongoing Albury CBD promotional special rate levy.	Partner	Albury CBD	Ongoing	Low
	1.5.4	Prepare annual economic indicators report.	Lead	-	Ongoing	High
	1.5.5	Complete feasibility and cost benefit analysis as required.	Lead	-	Ongoing	Medium
1.6 Streamline approval processes	1.6.1	Formalise Business Concierge Services to determine if the service is achieving desired outcomes and make recommendations for changes to the service in terms of responding to business and investment enquiries, provide advice, information, connections and support.	Lead	-	Medium	High
	1.6.2	Manage Commercial Activities on Public Land Policy and Procedure.	Lead	-	Ongoing	Medium

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Strategic Priority	Action		AlburyCity Role Lead Partner Support	Potential Partners	Timing Immediate (> 6mnths) Medium (6mnths–2yrs) Long (2 – 4 yrs) Ongoing	Priority High Medium Low - (n.a.)
2. A resilient and innovative business environment						
2.1 Diversification of business offerings	2.1.1	Commercial activation of the Murray River Experience.	Lead	-	Ongoing	High
	2.1.2	Prepare a Night-time Economy Strategy to identify ways for AlburyCity to create more business and entertainment opportunities in a safe, well managed, and inclusive manner.	Lead	Albury Business Connect	Long	High
2.2 Circular economy opportunities	2.2.1	Formalise and undertake regular engagement between AlburyCity Economic Development and Resource Recovery units to identify circular economy opportunities that can grow existing businesses and support new business attraction.	Lead	-	Ongoing	High
	2.2.2	Deliver the Annual Circular Economy Showcase.	Lead	-	Ongoing	Medium
2.3 Emerging industries	2.3.1	Maintain awareness of emerging industry trends, to identify gaps, opportunities, and support mechanisms for identified industries, to facilitate new economic opportunities.	Lead	-	Ongoing	Medium
2.4 Embedded environmentally sustainable practices	2.4.1	Support Charles Sturt University's investigations into potential establishment of a Centre of Environmental Excellence in Thurgoona, based at CSU.	Support	Charles Sturt University, TAFE NSW National Environment Centre	Long	Low
	2.4.2	Embed environmentally sustainable development principles in AlburyCity land use and development planning and incorporate these same principles into AlburyCity owned facilities and development to actively improve local environmental values.	Lead	-	Short	High
	2.4.3	Actively report and promote AlburyCity progress on achieving the Towards Albury 2050 Community Net Zero Target at business and industry forums.	Partner	Albury Business Connect	Ongoing	Medium
	2.4.4	Support businesses to access State and Federal Government sustainability incentives and innovation tools (e.g. NSW Government Electric Vehicle destination fund).	Support	Business networks, NSW State Government, Federal Government	Medium	High
2.5 Major project opportunities for local businesses	2.5.1	Attend and support major project forums, with the intent to identify and circulate specific project opportunities and information to businesses such as the top 100 employers.	Lead	Business networks	Ongoing	Low

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	2.5.2	Develop and successfully deliver marketing activity to increase investment while elevating the profile of the Invest Albury Wodonga brand across all target markets.	Lead	-	Ongoing	Medium
	2.5.3	Participate in the Murray Socio-Economic Activation Task Force (MSEAT), administered by Regional Development Australia (RDA) Murray.	Support	RDA Murray	Ongoing	Low
2.6 Small business support	2.6.1	Work with First Nations groups to establish initiatives that explore and support First Nations business opportunities.	Partner	Business networks, Community groups	Ongoing	Medium
	2.6.2	Support relevant stakeholders (internal and external) to implement the Albury Retail Action Plan implementation.	Lead	Business networks	Long	High
	2.6.3	Work with Albury Business Connect to deliver 'Shop local' initiatives.	Partner	Albury Business Connect	Ongoing	Medium

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Strategic Priority	Action		AlburyCity Role Lead Partner Support	Potential Partners	Timing Immediate (> 6mnths) Medium (6mnths–2yrs) Long (2 – 4 yrs) Ongoing	Priority High Medium Low - (n.a.)
3. Inclusive and equitable economic growth						
3.1 Equitable workforce participation	3.1.1	Work with stakeholders to better target initiatives to strengthen youth pathways.	Partner	TAFE, CSIRO, secondary and tertiary education providers	Ongoing	High
	3.1.2	Work with First Nations groups and organisations to establish First Nations mentoring programs.	Partner	Community groups	Ongoing	High
	3.1.3	Advocate for the provision of childcare services to support employment and labour force participation.	Partner	Community groups, Business networks	Ongoing	Medium
	3.1.4	Support delivery of the Disability Inclusion Action Plan.	Lead	Community groups, Business networks	Long	High
3.2 Creative economy	3.2.1	Develop a Creative Economy Strategy and Action Plan.	Lead	Industry representatives, Community groups	Long	Medium
	3.2.2	Engage with creative arts sector to gauge opportunities associated with branding opportunity "Create Albury Wodonga" to highlight local artists and cultural events within precincts.	Partner	City of Wodonga, Industry representatives, Community groups	Long	Medium
3.3 Cultural economy	3.3.1	Facilitate and promote community groups in the coordination of delivery of events that celebrate culture and diversity.	Lead	Community groups	Medium	Medium
	3.3.2	Support development of a Cultural Tourism Plan to boost visitation, appreciation, and business opportunities in the sector.	Lead	City of Wodonga	Medium	Medium
	3.3.3	Increased promotion of Cultural attractions and icons to better educate residents and visitors of the value of cultural assets.	Partner	City of Wodonga, Community groups	Ongoing	Medium
3.4 Resident attraction and retention	3.4.1	Support migrant assistance activities.	Support	Community groups	Ongoing	Medium
	3.4.2	Support initiatives and activities associated with the pilot program NSW Growing Regions of Welcome (GROW).	Support	NSW State Government, RDA Murray	Immediate	Low
	3.4.3	Provide content for Move to More (resident attraction campaign by Regional Australia Institute).	Support	Regional Australia Institute	Ongoing	Low
	3.4.4	Facilitate and deliver the Live Albury Wodonga campaign.	Partner	City of Wodonga	Ongoing	Medium

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	3.4.5	Facilitate and deliver the skills board listings (delivered as part of the Live Albury Wodonga campaign).	Lead	City of Wodonga	Ongoing	Medium
	3.4.6	Develop, maintain and distribution of Albury New Resident Guide and associated collateral.	Lead	-	Ongoing	Low
3.5 Active Transport Network	3.5.1	Support development and delivery of MOVE Albury Wodonga Integrated Transport Strategy.	Lead	City of Wodonga	Medium	High
3.6 Economic opportunity across local centres	3.6.1	Develop and implement a Lavington Economic Revitalisation Plan.	Lead	Albury Business Connect, Community groups, Business networks	Long	Medium
	3.6.2	Support the ongoing delivery of the Albury and Lavington CBD masterplans with analysis, business case development and funding applications.	Lead	Albury Business Connect, Community groups, Business networks	Ongoing	Medium

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Strategic Priority	Action		AlburyCity Role Lead Partner Support	Potential Partners	Timing Immediate (> 6mnths) Medium (6mnths–2yrs) Long (2 – 4 yrs) Ongoing	Priority High Medium Low - (n.a.)
4. A hub of activity and services within a cohesive cross border Regional City						
4.1 Improved cross border outcomes	4.1.1	Continue to support the identification of cross border issues and advocacy efforts to streamline those issues.	Lead	Albury Business Connect, Industry representative, Community groups, Business networks, Cross Border Commissioners	Ongoing	High
	4.1.2	Actively participate in the Cross Border Business Advisory Committee.	Support	-	Ongoing	High
4.2 Celebrated Albury Wodonga Regional City identity	4.2.1	Support further development and implementation of the Invest Albury Wodonga brand.	Partner	City of Wodonga	Ongoing	High
	4.2.2	Support further development and implementation of the Visit Albury Wodonga brand.	Partner	City of Wodonga	Ongoing	High
	4.2.3	Support further development and implementation of the Live Albury Wodonga brand.	Partner	City of Wodonga	Ongoing	High
4.3 Progress Albury Wodonga Regional Projects	4.3.1	Participate in Regional Projects update forums with all levels of government.	Partner	City of Wodonga, NSW State Government, VIC State Government, Federal Government	Ongoing	High
	4.3.2	Keep community and business informed and engaged with the Regional Projects via online platforms and other media updates.	Lead	-	Ongoing	Medium
	4.3.3	Execute delivery of projects as identified in the Albury Wodonga Regional Projects.	Partner	City of Wodonga, NSW State Government, VIC State Government, Federal Government	Ongoing	High
	4.4.1	Undertake an industrial land study to ensure adequate and timely supply of industrial land, including working with landowners to ensure land is developed in a staged approach.	Lead	Business network, Industry representatives	Long	High

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4.4.2	Plan and deliver activation initiatives for the newly developed Riverside Precinct.	Lead	Business network	Immediate	High
4.4.3	Support activation of employment lands as indicated in the Thurgoona Wirlinga Precinct Structure Plan.	Lead	-	Medium	High
4.4.4	Facilitate and promote land sales and development of industrial land e.g. NEXUS, Airside North, Airport Park.	Lead	Business network, Industry representatives	Ongoing	Low
4.4.5	NEXUS Industrial Precinct (declared NSW Regional Job Precinct) - facilitate the coordination of infrastructure to the precinct, marketing campaigns, collateral, and land sales.	Lead	Business network, Industry representatives	Ongoing	Low
4.4.6	Facilitate the development of the vacant Young Street landholdings.	Lead	-	Long	Low
4.4.7	Facilitate the development of the Albury CBD Depot site.	Lead	-	Long	Low
4.4.8	Develop and deliver the Albury CBD and Lavington Master Plans.	Lead	Business network, Community groups	Long	Medium
4.4.9	Develop and implement of the Albury Airport Western Precinct Master Plan.	Lead	-	Medium	Medium
4.4.10	Develop and implement East Albury Precinct Plan	Lead	-	Medium	Low
4.4.11	Identify suburbs that lack equitable access to basic services and amenities within their local area, and support initiatives that improve liveability and create business opportunities.	Lead		Long	Low
4.4.12	Contribute to place making activities within Council to support the identification of key precincts that will support business development.	Lead		Ongoing	Medium

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4.5 Interregional transport	4.5.1	Facilitate initiatives of the Riverina and Murray Joint Organisation (RAMJO) for delivery of Regional Freight Transport Plan.	Partner	RAMJO	Long	Medium
	4.5.2	Advocate for improvements and increased frequency of rail and air transport	Lead	City of Wodonga, NSW State Government, VIC State Government, Federal Government	Ongoing	Low

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