

A young girl with blonde hair, wearing a white dress with large yellow sunflowers, is reaching up with both hands towards a large, colorful bubble. She is smiling and looking up. In the background, there are other people, including a boy in a grey shirt, and colorful triangular flags hanging from a string. The scene is outdoors, likely at a festival or fair, with green foliage in the background.

# AlburyCity

## Four Year Delivery Program 2024-2028 and Operational Plan 2024-2025

DRAFT 23 April 2024

Public Exhibition



AlburyCity

# Table of Contents

---

|   |    |  |    |
|---|----|--|----|
| Acknowledgement of Country                      | 3  | An Enhanced Natural Environment                              | 18 |
| Introduction                                    | 4  | A Caring Community   | 23 |
| Integrated Planning and Reporting               | 5  | A Leading Community  | 31 |
| The Integrated Planning and Reporting Framework | 6  | Principal Services to Implement the Community Strategic Plan | 36 |
| Towards Albury 2050                             | 7  | Service Excellence Program                                   | 37 |
| A Growing Sustainable Economy                   | 10 | AlburyCity Initiatives 2024-2028                             | 37 |

Aboriginal and Torres Strait Islander Peoples should be aware that during the life of this document, it may contain images and names of people who have passed away.



# 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 the Aboriginal and Torres Strait Islander people that contribute to our community.**

AlburyCity-dyu yindyamali Wiradjuri mayiny. Wiradjuri bala walumaldhaanygalang ngurambang-gu. Ngurambang-ga ngiyanhi murunwigi yindyamali-yanhi mudyigaanggalam-bu balumbambal-bu. Nganhaguliyalaa wirimbili giilanggalam-bu winhangangidyal-bu Wiradjuri-giyalang-bu ngurambangguwal-giyalang-bu.



Artist Teisha Maksymow – McGuinness

This artwork represents our paths intertwining and moving forward as 'one' community in Albury. *Mudyigong Ganhiimali* is the name of the artwork meaning '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, but they also are 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 tracks represent the notion of only successfully moving forward in life as one whole community (kangaroos cannot jump backwards).

# Introduction

## Message from the Mayor and CEO

We are pleased to share with the community Council's Operational Plan for 2024-2025 and the Four Year Delivery Program for 2024-2028. Thank you to our community, Councillors and AlburyCity team for your contributions towards developing these strategic priorities for our city's future, as determined by the community in the *Towards Albury 2050* Community Strategic Plan – a Growing Sustainable Economy; an Enhanced Natural Environment; a Caring Community and a Leading Community.

The Operational Plan demonstrates our commitment to continuously improving our delivery of services and infrastructure for the community, while balancing financial sustainability and ensuring we deliver value for money across all our operations.

Roads and footpaths, water and sewerage networks, waste and recycling services, parks and gardens, recreational facilities, community services and events, our airport: our Operational Plan contains over 200 actions we will progress during the 2024-2025 financial year to deliver services and infrastructure for our community.

Albury's continued growth as one of Australia's significant regional cities places a great emphasis on the infrastructure, planning and environment needs across our city and region. Fostering a strong regional economy enables us to deliver the community, cultural and recreational facilities needed by our diverse and growing population.

Our Four Year Delivery Program is Council's commitment to the community about the actions and deliverables that will be achieved over the next four years, supporting our city's growth and the objectives of the *Towards Albury 2050* Community Strategic Plan.



Growth brings numerous challenges, balancing day-to-day delivery of services upon which our community relies, with providing the infrastructure that ensures our city remains a leading regional capital.

We will continue to identify efficiencies and savings, optimise grant funding opportunities, plan for the continued maintenance and renewal of community assets, and be at the forefront in listening to our community every step of the way.

Your vision is for Albury to be ***'a nationally significant regional city that is vibrant, diverse, innovative and connected and inspired by its culture, environment and location on the Murray River.'*** Our Operational Plan for 2024-2025 and our Four Year Delivery Program spanning 2024-2028 will ensure we can continue to meet that vision, making Albury a great place to live, work, invest and visit.

**Kylie King**  
AlburyCity Mayor

**Frank Zaknich**  
Chief Executive Officer

# Integrated Planning and Reporting

Integrated planning and reporting outlines the system of integrated business planning for local government in NSW.

**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.

## Key Components of Integrated Planning and Reporting

### Community Strategic Plan (CSP)

A council's Community Strategic Plan is the highest-level plan a council will prepare. The CSP is the cornerstone document of the New South Wales Government's Integrated Planning and Reporting Framework (IP&R). It identifies the community's most important priorities.



### Resourcing Strategy

The Resourcing Strategy outlines the resources required to implement the strategies in the CSP and the principal activities in the Delivery Program. The Resourcing Strategy includes the Long-Term Financial Plan, Our People Strategy and Asset Management Strategy and Plans.



### Delivery Program

The council's commitment to the community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives.



### State of our City Report

Prepared by each outgoing council and noted by the incoming council and reports to the community on effectiveness of implementation of the CSP.



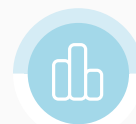
### Operational Plan

It shows the individual projects and activities a council will undertake in a specific year.



### Measuring Progress

The IP&R framework requires councils to measure and report on progress in implementing this Plan using a set of community indicators.



### Annual Report

It reports back to the community on the work undertaken by council each year to deliver on the commitments of the Delivery Program and Operational Plan.



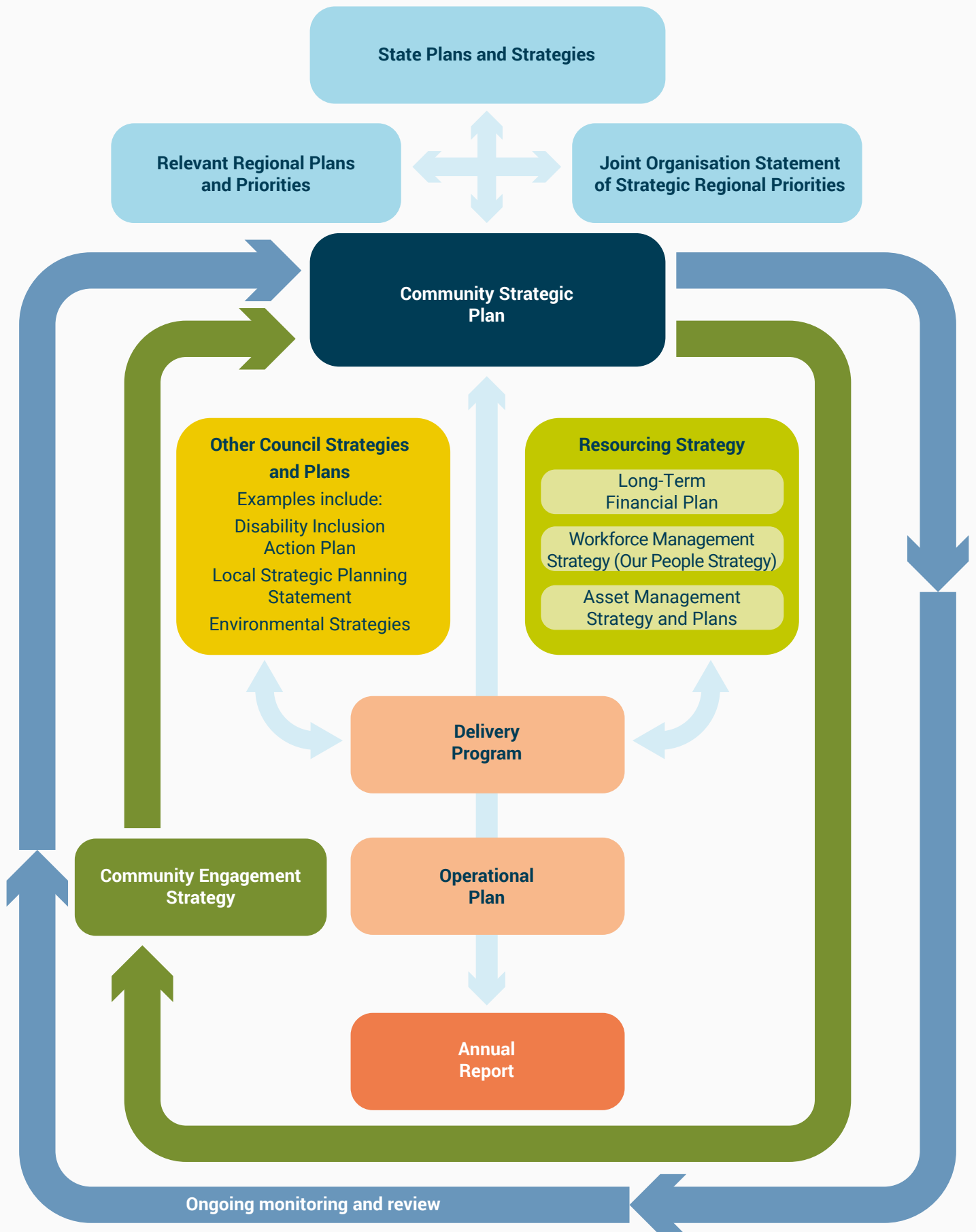
### Reporting Progress

- Delivery Program – 6-monthly progress reports
- Annual Report
- State of our City Report – in line with election cycle, generally every four years.





## The Integrated Planning and Reporting Framework



# Towards Albury 2050

Our Four Year Delivery Program has been developed based on the aspirations and priorities of our community and defines the future vision for Albury towards 2050. Importantly, Towards Albury 2050 is not just a Council plan, it is in fact devised for the community, by the community. While Council will play a leading role in facilitating and delivering some of the aspirations in the plan, others will be driven by individuals, groups and government agencies – all with the aim of ensuring a whole-of-community approach to developing the Albury of the future.

Our community's vision is that Albury is '**a nationally significant regional city that is vibrant, diverse, innovative and connected, and inspired by its culture, environment and location on the Murray River**'. The vision is supported by our Towards Albury 2050 Themes.

## Engaging with our Community

By developing and sharing our Four Year Delivery Program we ensure a greater awareness of AlburyCity projects, actions and services that are delivering on our strategic direction. This helps us tell our story about how we are working to achieve the aspirations of our community in Towards 2050. The creation of the Four Year Delivery Program is underpinned by our engagement with community members about the projects and services we propose to deliver. The Four Year Delivery Program is publicly exhibited and seeks community feedback on the projects, actions and services proposed. This allows our community an opportunity to make a submission to Council prior to final adoption of the Delivery program. For projects planned in coming years, we will seek early input from our community and stakeholders. We will work with identified groups or individuals that may be impacted by a particular project or activity so they may have their say. As a key partner and custodian of Towards Albury 2050, we must ensure that our Four Year Delivery Program reflects the vision set for the city and focuses on the priority themes identified by our community.

Opportunities Equal Communal  
 Clean Exciting Thriving Green  
 Diverse Welcoming Bigger  
 Youth-led Sustainable Social  
 Vibrant Safe Fun Efficient  
 Fair Accessible  
 Electronic Friendly Renewable Healthy  
 Inclusive Carbon neutral Creative  
 Multicultural Informed

## Our Four Themes



**A Growing Sustainable  
Economy**



**An Enhanced Natural  
Environment**



**A Caring  
Community**



**A Leading  
Community**

Our four focus areas are based on addressing the quadruple bottom line (QBL) of economic, environmental social and civic leadership issues. The development of Towards Albury 2050 and our Four Year Delivery Program are guided by the QBL considerations and social justice principles, supporting our achievement of a balanced and holistic approach to our city's future.





# Towards Albury 2050

## The Quadruple Bottom Line (QBL)



### Economic sustainability

Maintain a strong and stable local economy. Financial sustainability is achieved across industry, business, transport and tourism.



### Environmental sustainability

Protection of the environment and preservation of biodiversity. Reduce the impact on the environment through a variety of innovative eco-friendly initiatives.



### Social sustainability

Community has equitable access to all services and is supported to foster cohesive and diverse connections.



### Civic leadership

Council engages with the community and involves them in key decision-making to promote community leadership. Strong governing frameworks addressing regional priorities. Leaders are ethical and transparent.

## Social Justice



### Equity

Involving fairness in decision making, prioritising and allocation of resources, particularly for those in need.



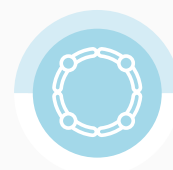
### Access

Fair access to service, resources and opportunities to improve quality of life for all.



### Participation

Genuine opportunities to participate in decisions which affect our community.



### Rights

Equal rights established and promoted, with opportunities available to people from all backgrounds to participate in community life.



# A Growing Sustainable Economy



**Our growing, diverse population will be balanced by our sustainable progress in business, industry and tourism offerings. We will be a connected city through our integrated transport network.**

*Photo credit - Visit Albury Wodonga*

**Outcome 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.**

| Albury 2050 Strategic Action   | AlburyCity Principal Activities (4 Year Delivery)   | Responsibility   |
|--|---|--|
| 1.1.1 Responsibly provide residential and commercial development options for our growing city, whilst prioritising sustainability. | <p>Plan and implement provision of critical infrastructure and land supply to support balanced growth.</p> <p>Enhance the amenity in our city's growth corridor.</p> <p>Balance the growth of our city with enhancement of our natural environment.</p> | <p>Assets, Sustainability and Environment</p> <p>City Development</p> <p>City Projects</p> <p>Water and Wastewater</p> |

**Outcome 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.**

| Operational Plan 2024-2025 Projects and Programs                                 |  |
|--|--|
| Projects   | Budget 2024-2025<br>\$   |
| Albury Airport - Aeromedical and Emergency Service Aerial Support Infrastructure | 100,000  |
| Albury Airport - Relocate Airport BOM Weather Station                            | 300,000  |
| Albury and Lavington CBD Master Plan Reviews                                     | 120,000  |
| AlburyCity Engineering Guidelines Review   | 100,000  |
| Annual Sewer Rehabilitation Program  | 2,500,000  |
| Bank Stabilisation at Kremur St Wastewater Treatment Plant Lagoons               | 110,000  |
| Depot Relocation Options Analysis  | 250,000  |
| Drainage - Dean Street/Macauley Street/David Street                              | 50,000   |
| Drainage - Holmwood Cross Drain Reconstruction (Elm St to Albury TAFE)           | 350,000  |
| Drainage - Lavington Drain East Branch (McMaster to Webb St)                     | 150,000  |
| Drainage - Lavington Drain East Branch (Outfall Works South of Borella Road)     | 100,000  |
| Drainage - Lavington Drain East Branch (Boronia Street to Railway Line)          | 500,000  |
| Drainage - Retarding Basin Rehabilitation (Rear 24 Lexington Place)              | 500,000  |
| Drainage - Review of Stormwater Catchments                                       | 100,000  |
| Drainage - Stormwater Upgrades to Culvert at Rear of 115 Newton Circuit          | 25,000   |
| East Albury Precinct Plan  | 180,000  |
| Electrical Upgrades - Wastewater Network   | 100,000  |
| Flood - Albury LGA Wide Flood Model  | 100,000  |
| Infrastructure Contributions Plan Review   | 100,000  |
| Main Sewage Pump Station and New Rising Main (Wodonga Place Depot)               | 250,000  |
| NEXUS Industrial Precinct Utilities Augmentation                                 | 500,000  |
| Sewage Pump Station Number 37 - Jelbart Road - Upgrade                           | 200,000  |
| Sewer Projects - Equipment Replacements  | 400,000  |
| Thurgoona Wirlinga Precinct Structure Plan Review                                | 50,000   |
| Thurgoona Wirlinga Sewer Upgrades and Growth Support                             | 1,930,000  |
| Waterview - Stage Two Wastewater Treatment Plant                                 | 340,000  |
|  | <b>9,405,000</b>   |
| Operating Projects and Programs  |  |
| Cultural Precinct Master Plan - Implementation - Business Cases                  | Review of Local Strategic Planning Statement and Land Use Strategy |
| East Albury Industrial Precinct Master Plan Review                               |  |

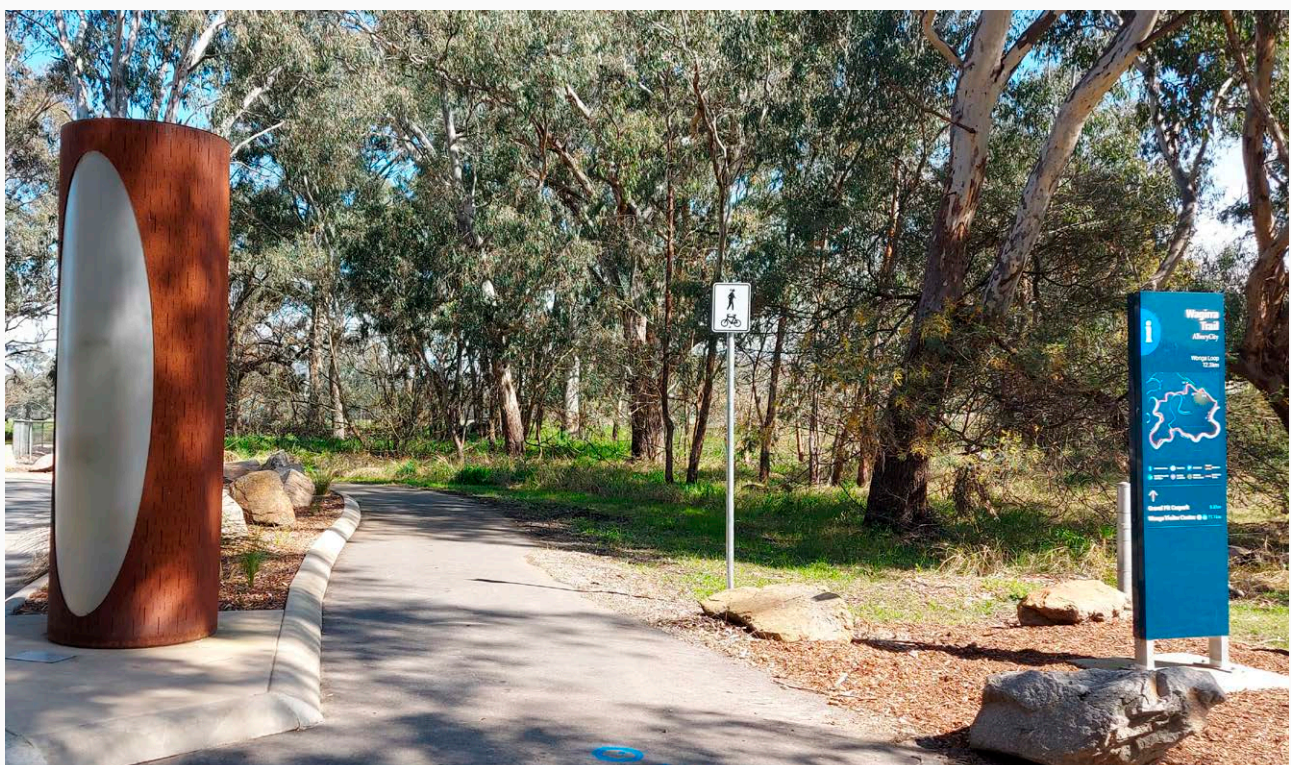




## A Growing Sustainable Economy

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

| Albury 2050 Strategic Action  | AlburyCity Principal Activities (4 Year Delivery)   | Responsibility                   |
|---|---|----------------------------------|
| 1.2.1 Effectively plan, upgrade and maintain our network of roads, bridges, cycleways, footpaths, walkways and street lighting.                       | AlburyCity will develop and implement a capital works plan that prioritises works and resources to address community concerns and improve safety, amenity and efficiency of our transport network.  | City Projects<br>City Landscapes |
| 1.2.2 Increase access to active and sustainable travel options across our city through improved infrastructure and programs.                          | <p>We will investigate the implementation of vehicle charging infrastructure for the future uptake of electric vehicles.</p> <p>We will be involved in and contribute to review programs and maintain advocacy to government identified recommendations.</p> <p>AlburyCity will deliver increased access to active and sustainable travel options across our city through improved infrastructure to increase walking and riding, and programs that support active travel.</p>  | City Projects                    |
| 1.2.3 Partner and advocate for accessible transport modes across our city to deliver connectivity improvements between Albury, Wodonga and surrounds. | <p>AlburyCity will collaborate to ensuring all modes within our transport system are coordinated and connected efficiently and reliably to each other across the border.</p> <p>Work effectively with current and future land use and development by partnering with and advocating to City of Wodonga and State Governments on all transport related projects.</p> <p>We will continue to advocate for improvements to the Albury-Wodonga Bus Network.</p> <p>Partner with Local and State Government (Transport for NSW).</p> | City Projects                    |



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

| Operational Plan 2024-2025 Projects and Programs  |                        |
|---|------------------------|
| Projects  | Budget 2024-2025<br>\$ |
| Australia Park Car Park, Pedestrian Bridge and Levee Bank Reconstruction Works                    | 500,000                |
| Carparking - National Foresters Grove Park Carpark Access   | 25,000                 |
| Country Passenger Transport Infrastructure Grants Scheme (CPTIGS)                                 | 195,000                |
| Footpath - Union Bridge Underpass Shared Path Upgrade   | 100,000                |
| Footpath Actions - Borella Road and Riverina Highway Strategy                                     | 300,000                |
| Footpath and Lighting upgrades at Saville Avenue Reserve  | 250,000                |
| Footpath/Bikepath - Accessibility Improvements to Meet Disability Discrimination Act Requirements | 60,000                 |
| Footpath/Bikepath - Asset Renewal Program   | 239,000                |
| Footpath/Bikepath - Construction Program  | 600,000                |
| Get NSW Active - Lavington CBD Pedestrian Improvements  | 56,000                 |
| Get NSW Active - Albury CBD Bike Loop   | 1,000,000              |
| MOVE: Develop a Bicycle Network Improvement Plan  | 100,000                |
| MOVE: Develop a Walking Network Improvement Plan  | 100,000                |
| MOVE: Movement and Place Corridor Reviews   | 150,000                |
| MOVE: Placemaking Thurgoona CBD   | 75,000                 |
| Road - Bowna Park Drive (Old Sydney Road to Pelican Lane)   | 25,000                 |
| Road - Butt Street (Jamieson to Percy)  | 700,000                |
| Road - Chant Street - Rehabilitation (Urana Road - Macarthur Street)                              | 50,000                 |
| Road - Corrys Road Reconstruction (Elizabeth Mitchell Drive to End)                               | 25,000                 |
| Road - Dean Street/Garden/Thurgoona Street Intersection   | 200,000                |
| Road - Hawksview Road Construction  | 1,500,000              |
| Road - Panmure Street Reconstruction (Olive to Macauley)  | 50,000                 |
| Road - Perryman Lane Reconstruction (Sargeant to Existing Seal - 1200m East)                      | 700,000                |
| Road - Plover Street Reconstruction (Corella to Bralgon Street)                                   | 500,000                |
| Road - Retaining Wall Design (Schubach Street, Rear of 26 Pilbara Place)                          | 25,000                 |
| Road - Road and Drain Rehabilitation  | 3,000,000              |
| Road - Table Top Road (Kywanna to Williams Road)  | 150,000                |
| Road - Thurgoona Drive and Evesham Place Intersection   | 50,000                 |
| Road - Thurgoona Drive and Shuter Avenue Intersection   | 540,000                |
| Road - Thurgoona Link Road (Stages 1-5)   | 500,000                |
| Smollett Street Pedestrian Underpass  | 171,000                |
| Streetlight Review - Kerr Road  | 50,000                 |
|   | <b>11,986,000</b>      |

| Operating Projects and Programs                                   |   |
|---|---|
| Country Passenger Transport Infrastructure Grants Scheme (CPTIGS) | Implement the Albury Wodonga Integrated Transport Strategy (MOVE) |



## A Growing Sustainable Economy

### Outcome 1.3 Albury will offer diverse and innovative tourism experiences to attract new and repeat visitation.

| Albury 2050 Strategic Action   | AlburyCity Principal Activities (4 Year Delivery)   | Responsibility   |
|--|---|--|
| 1.3.1 Communicate the story of Albury through our tourism offerings, providing an authentic and engaging visitor experience.                                       | <p>Improve the quality of tourism experiences through tourism infrastructure renewal and development, placemaking activities and events.</p> <p>Implement the Albury Wodonga Destination Management Plan 2024-2028.</p> | <p>Business and Lifestyle</p> <p>Community and Place</p> |
| 1.3.2 Create tourism marketing campaigns to promote experiences linked to our brand pillars.   | Develop and implement ongoing integrated marketing campaigns aligned to audiences and experiences in identified out of region areas.  | Business and Lifestyle                                   |
| 1.3.3 Investigate partnerships to attract visitors to our region, and increase the diversity in attractions, events and facilities for our community and visitors. | <p>Continued support and advocacy of tourism operators through a Tourism Partner Program.</p> <p>Strengthen relationships with State and Federal tourism bodies to fund and support large scale events.</p>             | <p>Business and Lifestyle</p> <p>Community and Place</p> |

| Operational Plan 2024-2025 Projects and Programs                      |                     |
|---|---------------------|
| Projects  | Budget 2024-2025 \$ |
| Albury Airport - Aviation Strategy                                    | 75,000              |
| Albury Airport - Extension of Taxiway Alpha                           | 100,000             |
| Albury Airport - Extension of Taxiway Charlie Stage 2                 | 4,900,000           |
| Albury Airport - Main RPT Apron Reconstruction                        | 200,000             |
| Albury Wodonga Destination Management Plan 2024 - 2028 Implementation | 20,000              |
| Albury Wodonga Four Seasons Promotional Campaign                      | 15,000              |
| Albury Wodonga Tourism Signage Strategy - Implementation of actions   | 50,000              |
| Event Strategy  | 60,000              |
| Visit Albury Wodonga Destination Marketing Activation Program         | 50,000              |
| Wonga Wetlands Visitor and Education Centre Visitor Display           | 225,000             |
|   | <b>5,695,000</b>    |

| Operating Projects and Programs       |                               |
|---------------------------------------|-------------------------------|
| Annual Visitor Economy Trend Analysis | Events Program Implementation |



**Outcome 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.**

| Albury 2050 Strategic Action   | AlburyCity Principal Activities (4 Year Delivery)  | Responsibility  |
|--|--|---|
| 1.4.1 Support the transition to a circular economy by maximising the use of valuable resources, reducing waste and increasing the robustness of our economy. | <p>Undertake policy and regulatory reform to facilitate the transition to a circular economy.</p> <p>Actively seek to attract new and transition existing business and industry to circular economy operating models.</p> <p>Champion and disseminate circular economy information and advancements to our local community.</p>  | <p>Business and Lifestyle</p> <p>Assets, Sustainability and Environment</p> |
| 1.4.2 Improve productivity and competitiveness in both existing and future employment sectors.   | <p>Further diversify the industry mix with a focus on disruptive industries and green technology.</p> <p>Continue to work with all levels of Government to leverage the opportunities provided by the Regional Jobs Precinct.</p> <p>Identify opportunities associated with major projects including Inland Rail.</p> <p>Support organisations working with innovative industries to unlock new employment opportunities.</p> <p>Support local business resilience and recovery efforts.</p> | Business and Lifestyle  |
| 1.4.3 Promote and leverage our unique economic strengths to increase and attract private and public investment in areas such as advanced manufacturing.      | <p>Review and implement the Economic Development Strategy.</p> <p>Take a leading role in advocating for future investment with a focus on innovation, advanced manufacturing, transport and logistics, knowledge-sector employment and service industries.</p>   | Business and Lifestyle  |
| 1.4.4 Support entrepreneurs, start-ups, research, and digital connectivity for our community with innovative digital infrastructure.                         | <p>Work with Albury Business Connect to provide networks and support for start-ups.</p> <p>Support businesses to build improved technology capability.</p> <p>Support the establishment of improved digital infrastructure to ensure connectivity is adequate to support community and business needs.</p>   | Business and Lifestyle  |

| Operational Plan 2024-2025 Projects and Programs |                     |
|--|---------------------|
| Projects   | Budget 2024-2025 \$ |
| Economic Development Strategy Implementation     | 128,000             |
| Retail Action Plan Implementation                | 145,000             |
|  | <b>273,000</b>      |

**Operating Projects and Programs**

Integrated Water Cycle Management Plan and Strategic Business Plan - Water Fund



## A Growing Sustainable Economy

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

| Albury 2050 Strategic Action  | AlburyCity Principal Activities (4 Year Delivery)                                      | Responsibility       |
|---|--|----------------------|
| 1.5.1 Investigate opportunities for alternate water supply and usage to improve water security. | Utilise water saving devices and practices across our parks, reserves and facilities.  | Water and Wastewater |
| 1.5.2 Our water quality is a priority that supports the health and wellbeing of the community.  | Our water quality continues to improve, reducing unplanned water supply interruptions. | Water and Wastewater |

| Operational Plan 2024-2025 Projects and Programs   |                     |
|--|---------------------|
| Projects   | Budget 2024-2025 \$ |
| Albury Water Reticulation - Annual Meter Replacement Program   | 160,000             |
| Annual Water Main Replacement/Renewal Program  | 1,700,000           |
| Backflow Prevention Compliance Program   | 150,000             |
| Electrical Upgrades - Water Network  | 225,000             |
| Upgrade of AlburyCity Water Treatment Plant  | 2,000,000           |
| Water Infrastructure for Thurgoona - Wirlinga Growth Precinct  | 2,200,000           |
| Water Infrastructure Supervisory Control and Data Acquisition System - Telemetry and Instrumentation | 50,000              |
| Water Mains Cleaning Program   | 110,000             |
| Water Pump Station 3 Riser Replacement   | 200,000             |
| Water Reservoirs Upgrade Program   | 250,000             |
| Water Supply Projects - Equipment replacement  | 550,000             |
| Water Trunk Main from Albury Water Filtration Plant to Riverina Highway/Kerr Road Intersection       | 250,000             |
|  | <b>7,845,000</b>    |

| Operating Projects and Programs   |  |
|---|--|
| Integrated Water Cycle Management Plan and Strategic Business Plan - Sewer Fund | Onsite Sewer Management Framework and Implementation |





### How will we measure success?

- Decrease in water consumption and reduction in unplanned water supply interruptions
- Implementation of the Albury Wodonga Integrated Transport Strategy (MOVE)
- Implementation of the Economic Development Strategy and associated targets
- Increase in Gross Domestic Product (GDP) and public and private investment
- Increased numbers of events and patrons attending
- Increase the use of walking and cycling in regional NSW – target to increase walking from 4% to 8% and cycling from 2% to 5% over next 10 years
- Increased visitors to the region



Photo credit - Murray Regional Tourism







# An Enhanced Natural Environment



**Our natural environment is protected and enhanced, we have adapted to the changing climate and continue to lead in emissions reduction and in natural resource and waste management.**

## Outcome 2.1 Albury is a zero emission and climate resilient city.

*Photo Credit - Visit Albury Wodonga*

| Albury 2050 Strategic Action   | AlburyCity Principal Activities (4 Year Delivery)   | Responsibility                         |
|--|---|--|
| 2.1.1 Carbon emissions are reduced, carbon storage is increased, and decisions are made based on energy efficiency, renewable energy production and cleaner fuels. | We have improved environmental performance of new and existing buildings and have advocated for renewable energy production and cleaner fuels.  | Assets, Sustainability and Environment |
| 2.1.2 Our community is empowered and supported to reach the community emission reduction targets.  | Develop and implement a Climate Action Plan that sets out how our community and Council will achieve its carbon emission reduction targets.   | Assets, Sustainability and Environment |
| 2.1.3 Our community is educated and engaged through collaboration on climate change adaptation and carbon mitigation.  | We engage with our community to build awareness around climate change and carbon mitigation.<br><br>Implement actions within AlburyCity's Climate Change Adaptation Strategy and Action Plan relating to the climate change projections for temperature, hot days, rainfall and fire weather. | Assets, Sustainability and Environment |
| 2.1.4 Albury is resilient and has adapted to a changing climate.   | We will work as capacity builders for our community to adapt to the changing climate.   | Assets, Sustainability and Environment |

### Outcome 2.1 Albury is a zero emission and climate resilient city.

| Operational Plan 2024-2025 Projects and Programs   |                        |
|--|------------------------|
| Projects   | Budget 2024-2025<br>\$ |
| Albury Waste Management Centre - Power Supply Upgrades                                     | 200,000                |
| Albury Waste Management Centre - Roof Top Solar Energy Project                             | 100,000                |
| Albury Wodonga Sustainable Living Festival - Annual Contribution                           | 4,000                  |
| Bungambrawatha Creek Assessment and Feasibility Report Implementation                      | 50,000                 |
| Community Awareness Program  | 5,000                  |
| Energy Efficiency Projects Investigation and Implementation                                | 87,000                 |
| Environment - Urban Forest Strategy  | 100,000                |
| Flood - Assessment of societal and individual risk rating for Hamilton Valley RB 5A and 5B | 50,000                 |
| Flood - Doctors Point Road (1:15 Flood Resilience)   | 50,000                 |
| Flood - Plan for Hamilton Valley Dam 5A and 5B   | 50,000                 |
| Flood - Thurgoona Wirlinga Drainage Strategy Action Items                                  | 100,000                |
| Flood Prevention Measures  | <b>500,000</b>         |
| LibraryMuseum Heating Ventilation and Air-conditioning (HVAC) replacement                  | 50,000                 |
| Sustainability Rebate Program  | 100,000                |
|  | <b>1,446,000</b>       |

| Operating Projects and Programs                                      |  |
|--|--|
| Climate Change Adaptation Strategy 2021 - 2025                       | Implement the Zero Emissions Fleet Transition Plan |
| Implement the Environmental Sustainability Framework and Action Plan |  |

### Outcome 2.2 Albury embraces the cultural heritage of Aboriginal and Torres Strait Islander people.

| Albury 2050 Strategic Action  | AlburyCity Principal Activities (4 Year Delivery)   | Responsibility      |
|---|---|---------------------|
| 2.2.1 Our community values Aboriginal and Torres Strait Islander's Cultural Heritage, through the preservation and celebration for future generations, with the adoption of Aboriginal and Torres Strait Islander people's land management practices. | <p>Increase visitor and community awareness of local culture and history of the Aboriginal and Torres Strait Islander people.</p> <p>Support the implementation of the Mungabareena Aboriginal Place Management Plan.</p> | Community and Place |

| Operational Plan 2024-2025 Projects and Programs             |                        |
|--|------------------------|
| Projects   | Budget 2024-2025<br>\$ |
| Mungabareena Aboriginal Place Management Plan Implementation | 50,000                 |
| Wagirra Trail - Ongoing Construction and Design              | 500,000                |
|  | <b>550,000</b>         |



## An Enhanced Natural Environment

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

| Albury 2050 Strategic Action  | AlburyCity Principal Activities (4 Year Delivery)   | Responsibility                         |
|---|---|--|
| 2.3.1 Advocate and implement energy saving initiatives and renewable energy options for individuals, business and industry. | We will increase the proportion of renewable electricity consumed by AlburyCity through our electricity procurement, while also facilitating community uptake of renewable energy use.  | Assets, Sustainability and Environment |
| 2.3.2 Implement with a focus on top hierarchy waste management with a circular economy as the basis for everything we do.   | We will expand and support circular economy and resource recovery industry in the Albury Wodonga region.<br><br>Seek partnerships with all levels of government and other key stakeholders, including universities and other research institutions, to progress new innovations in resource recovery and to maximise the regional circular economy. | Assets, Sustainability and Environment |
| 2.3.3 Deliver innovative sustainable water management technologies to manage water security.                                | We will utilise water saving devices and practices across our parks, reserves and facilities, delivering with innovative management practices.  | City Planning<br>Water and Wastewater  |

| Operational Plan 2024-2025 Projects and Programs  |                     |
|---|---------------------|
| Projects  | Budget 2024-2025 \$ |
| Albury Waste Management Centre - Automated Truck ID, Weighbridge and Landfill Entrance Redesign     | 250,000             |
| Albury Waste Management Centre - Full Compositional Audit of the Southern Valley                    | 80,000              |
| Albury Waste Management Centre - Install Wheel Wash and Prepare Road Surface                        | 40,000              |
| Albury Waste Management Centre - Investigation for Leachate Treatment Plant Capacity Upgrade        | 100,000             |
| Albury Waste Management Centre - Landfill Scrap Steel Waste drop off Pad - Concreting Works         | 80,000              |
| Albury Waste Management Centre - Northern Valley Cell 3 Construction                                | 2,000,000           |
| Albury Waste Management Centre - Southern Valley Cell Extension Construction                        | 500,000             |
| Albury Waste Management Centre - Specialised Handling Equipment for new Materials Recovery Facility | 5,000               |
| Albury Waste Management Centre - Trash Bucket for Loader  | 40,000              |
| Albury Waste Management Centre - Waste Management Strategy Review 2024                              | 40,000              |
| Fleet - Replacement Program   | 2,328,750           |
| Recycled Water Management Plan  | 50,000              |
| Waste to Wonderland   | 20,000              |
|   | <b>5,533,750</b>    |



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

| Albury 2050 Strategic Action   | AlburyCity Principal Activities (4 Year Delivery)   | Responsibility   |
|--|---|--|
| 2.4.1 Assign measurable value to protect our natural assets for future generations.  | Our natural assets are protected and enhanced through the development of policy and measurable assigned value.  | Assets, Sustainability and Environment<br><br>City Landscapes  |
| 2.4.2 Biodiversity has been preserved, enhanced and restored to strengthen our natural assets to improve eco- system connectivity.                                   | We will develop sustainable design guidelines for the use on renovations and constructions to balance the growth of our city and sustainability of our natural environment.<br><br>Protect and enhance Environmental Lands managed by Council.<br><br>Improved ecosystem connectivity and threatened species habitat.   | City Development<br><br>Assets, Sustainability and Environment |
| 2.4.3 Acknowledge our connection to the natural environment by providing opportunities for the community to connect and respectfully enjoy our natural surroundings. | We continue to collaborate with technical experts to monitor and inform management for key threatened and locally significant species, including Squirrel Glider; Sloane's Froglet; Brush-tailed Phascogale; and Woodland bird communities.<br><br>AlburyCity continues the implementation of the annual Community Awareness Program to enhance the community's opportunities to enjoy our natural environment. | Assets, Sustainability and Environment<br><br>City Landscapes  |

| Operational Plan 2024-2025 Projects and Programs  |                     |
|---|---------------------|
| Projects  | Budget 2024-2025 \$ |
| AlburyCity - Land Management Incentive Program  | 100,000             |
| Biodiversity Certification - Albury Regional Jobs Precincts                             | 140,000             |
| Biodiversity Certification - Biodiversity Offsets Scheme Surveys                        | 300,000             |
| Botanic Gardens - Elm Avenue Redevelopment  | 220,000             |
| Eastern Hill Activation Plan  | 100,000             |
| Extant Vegetation Mapping Update  | 100,000             |
| Heathwood Park and Union Road Basin Master Plan   | 150,000             |
| Murray River Experience - Apex Park (Lake Hume) - Improvements                          | 100,000             |
| Murray River Experience - Noreuil Park Foreshore Stream Bank Retaining Wall Replacement | 100,000             |
| Murray River Experience - Wonga Wetlands Visitor Education and Experience Centre        | 2,000,000           |
| Strategic Land Acquisition - Open Space Areas - Thurgoona Wirlinga Structure Plan       | 50,000              |
| West Albury Reserves Master Plan  | 75,000              |
|   | <b>3,435,000</b>    |

| Operating Projects and Programs |   |
|---------------------------------|---|
| Annual Tree Management Program  | Murray River Experience - Regional Growth, Environment and Tourism Fund |



## An Enhanced Natural Environment

### How will we measure success?

- Meet AlburyCity carbon targets set for 2025:  
Emission reduction of 40% below 2018/19 levels (excluding waste); and  
Emission reduction of 10% below 2018/19 levels (including all waste).
- Meet AlburyCity carbon targets set for 2030:  
Emission reduction of 80% below 2018/19 levels (excluding waste); and  
Emission reduction of 20% below 2018/19 levels (including all waste).
- Meet AlburyCity carbon targets set for 2040:  
Net Zero emissions (including Albury LGA waste); and  
Emission reduction of 80% below 2018/19 levels (including all waste).
- Meet AlburyCity carbon targets set for 2050:  
Net Zero emissions (including all waste).
- AlburyCity consumes 100% renewable electricity by 2025
- Albury Waste Management Centre will have an 80% average recovery rate from all waste streams by 2030
- Develop and implement the Urban Forest Strategy
- Implement actions from the Regional Natural Environment Strategy
- Implementation of the Environmental Sustainability Framework and Action Plan
- Implementation of the Waste Management Strategy
- Implementation of the Zero Emissions Fleet Transition Plan
- Increase public engagement and education on enhanced natural environment outcomes
- Increase the proportion of homes in urban areas within a 10 minutes' walk of quality green, open and public space by 10% by 2023





# A Caring Community

We are a diverse, welcoming community that has an emphasis on physical, mental and spiritual wellbeing. Our community is a safe place, where everyone has access to quality facilities, activities and human services. We take pride in celebrating our heritage and multiculturalism within our community.



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

| Albury 2050 Strategic Action   | AlburyCity Principal Activities (4 Year Delivery)  | Responsibility      |
|--|--|---------------------|
| 3.1.1 Acknowledge the Wiradjuri people as traditional custodians of this land and work together to create culturally aligned services to improve health, education and employment goals. | AlburyCity will collaborate with State Government and City of Wodonga to create culturally appropriate services to improve health, education and employment goals of the local Aboriginal and Torres Strait Islander people. | Community and Place |
| 3.1.2 Advocate and collaborate for the priorities of the local Aboriginal and Torres Strait Islander representative groups.  | Strengthen our capacity for collaboration and effective partnerships to deliver community and social well-being projects.  | Community and Place |





## A Caring Community

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

| Operational Plan 2024-2025 Projects and Programs                 |   |
|--|---|
| Projects   | Budget 2024-2025 \$   |
| Implementation of the Reconciliation Action Plan                 | 77,000  |
| Wiradjuri Storytelling   | 30,000  |
|  | <b>107,000</b>  |
| Operating Projects and Programs                                  |   |
| Aboriginal and Torres Strait Islander Protocols - Implementation | Advocate for Enhanced Indigenous Recognition  |
| Deliver Community Development Programs                           | Deliver Community Development Programs for Aboriginal and Torres Strait Islander People |
| Review and develop the Aboriginal Employment Strategy            |   |

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

| Albury 2050 Strategic Action   | AlburyCity Principal Activities (4 Year Delivery)   | Responsibility         |
|--|---|------------------------|
| 3.2.1 Support and advocate for educational, employment and volunteering outcomes that encourage our community to stay local and to attract and retain diverse skilled workers. | Address workforce participation barriers.<br>Strengthen Albury's role as regional hub for business, education, health, tourism and creative pursuits.<br>Improve learning and job outcomes for young people through improved school age career interventions. | Business and Lifestyle |
| 3.2.2 Support initiatives and facilities that encourage social inclusion and community connections to achieve better mental health outcomes.                                   | AlburyCity will advocate to improve the capacity of services to better respond to people with mental health needs.  | Community and Place    |
| 3.2.3 Partner and advocate to improve, promote and facilitate equitable access to human services and facilities for all, with a focus on our seniors.                          | We continue to collaborate with and advocate to Australian and State Government to further enhance health services to improve the health of our community.  | Community and Place    |

| Operational Plan 2024-2025 Projects and Programs            |  |
|---|--|
| Projects  | Budget 2024-2025 \$  |
| Albury City Wide Social Infrastructure Plan                 | 5,500  |
| AlburyCity Community Infrastructure Fund                    | 1,428,966  |
| Browns Lagoon Toilet Refurbishment                          | 250,000  |
| Multicultural Action Plan Implementation                    | 40,000   |
| Review of Prevention of Homelessness Strategy               | 8,000  |
| Structural Rectification at Thurgoona Collection Store      | 150,000  |
|   | <b>1,882,466</b>   |
| Operating Projects and Programs                             |  |
| Collaborate and advocate to further enhance health services | Continue to deliver quality children's services including educational programs |

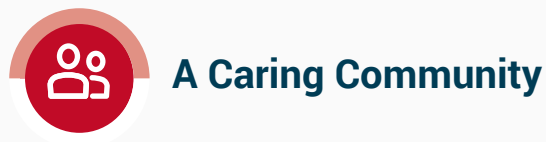
**Outcome 3.3 Our community values arts, culture, heritage and place. All residents share and celebrate our multiculturalism in a welcoming and open community.**

| Albany 2050 Strategic Action  | AlbanyCity Principal Activities (4 Year Delivery)  | Responsibility                        |
|---|--|---------------------------------------|
| 3.3.1 Our communication will become more culturally and linguistically diverse to make information more accessible to our community.                            | AlbanyCity provides a great diversity in communication offerings.<br>Increase participation in arts, cultural and heritage activities.   | Engagement<br><br>Community and Place |
| 3.3.2 Celebrate Albany's identity by sharing local stories, both historical and contemporary, through cultural and arts activities in an inclusive environment. | Promote and educate visitors on local history, landscape, businesses and cultural assets.<br>Activate the cultural precinct and create connections between stakeholder facilities.<br>Ensure provision of accessible high quality and innovative placemaking initiatives.<br>Encourage support and foster sustainable organisations to deliver cultural experiences. | Community and Place                   |
| 3.3.3 Our spaces will provide a safe, inclusive and welcoming environment for our community to enjoy.   | Prepare and implement proactive safety strategies to improve community awareness and address anti-social behaviour.  | Community and Place                   |

| Operational Plan 2024-2025 Projects and Programs                                    |                     |
|---|---------------------|
| Projects  | Budget 2024-2025 \$ |
| Crossing Place Exhibition Refresh   | 210,000             |
| Implementation of the Inland Water Safety Strategy                                  | 40,000              |
| Museum Collection Store Expansion - Refurbishment                                   | 214,505             |
| Oddies Creek Park Play Space Stage 3 - Splash Park                                  | 250,000             |
| Play Space Shade Project  | 500,000             |
| Sports Field Lighting and Power Upgrade - Urana Road Oval - Design and Installation | 220,000             |
| World War II Memorial Bowl Upgrade - Construction                                   | 200,000             |
|   | <b>1,634,505</b>    |

| Operating Projects and Programs |  |
|---------------------------------|--|
| Heritage Review                 | Plan and implement community development programs for diverse cultures |





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

| Albury 2050 Strategic Action  | AlburyCity Principal Activities (4 Year Delivery)  | Responsibility      |
|---|--|---------------------|
| 3.4.1 Plan and develop infrastructure that supports youth-centric activities across our city.                       | Create opportunities for young people to socialise and feel included in their community through low-cost or free creative and recreational programs. | Community and Place |
| 3.4.2 Advocate for improved access to formal and informal lifelong learning opportunities, facilities and services. | Continue to consult with our young people to identify their needs and concerns through various channels and events.                                  | Community and Place |

| Operational Plan 2024-2025 Projects and Programs                                |                     |
|---|---------------------|
| Projects  | Budget 2024-2025 \$ |
| Albury Swim Centre Facilities Upgrade   | 50,000              |
| Avis Park Play Space Master Plan  | 30,000              |
| Hillford Park Upgrade - Design  | 25,000              |
| Lauren Jackson Sports Centre - Stage 1 Major Upgrade                            | 5,000,000           |
| Lauren Jackson Sports Centre and Aquatics Facility - Stage 2 Preliminary Design | 250,000             |
| Early Years and Youth Plan Consolidation  | 40,000              |
|   | <b>5,395,000</b>    |

| Operating Projects and Programs   |   |
|---|---|
| Companion Animal School Education Program   | Yindymarra Enhancements - Regional Tourism Activation Grant |
| Continue to provide mentoring and leadership opportunities for the AlburyCity Youth Council and youth management committees |   |





### Outcome 3.5 Albury is a safe, inclusive and accessible region for our entire community.

| Albury 2050 Strategic Action   | AlburyCity Principal Activities (4 Year Delivery)  | Responsibility  |
|--|--|---|
| 3.5.1 Partner with local community service providers to identify and address social issues.                  | <p>Deliver and partner with cultural heritage groups and other organisations to deliver culturally relevant activities.</p> <p>In collaboration with local services, identify emerging social issues and deliver strategies that address issues and promote equity.</p>  | <p>Business and Lifestyle</p> <p>Community and Place</p>  |
| 3.5.2 Our buildings and spaces are designed to be inclusive and accessible to all community members.         | <p>Deliver new and upgraded council-owned facilities and spaces with a focus on accessibility.</p> <p>Collaboration and investment to implement recommendations of the Albury Local Housing Strategy.</p>  | <p>Business and Lifestyle</p> <p>Community and Place</p> <p>Assets, Sustainability and Environment</p> <p>City Landscapes</p> |
| 3.5.3 AlburyCity will create safe spaces and places by using the latest technology and approaches available. | <p>Deliver and partner with the community to shape the direction and management of the social, economic and environmental impacts of graffiti to enhance the amenity of the city.</p> <p>Deliver and partner with community to implement Crime Prevention Through Environmental Design (CPTED) principles to address safety in our city.</p> | <p>Assets, Sustainability and Environment</p> <p>City Development</p> <p>Community and Place</p>                              |



Photo credit - Jeremy Weihrauch



## A Caring Community

### Outcome 3.5 Albury is a safe, inclusive and accessible region for our entire community.

| Operational Plan 2024-2025 Projects and Programs   |                        |
|--|------------------------|
| Projects   | Budget 2024-2025<br>\$ |
| Albury Animal Care Centre  | 500,000                |
| Albury Entertainment Centre Convention Wing Expansion                                      | 500,000                |
| Albury Entertainment Centre Theatre Awnings  | 250,000                |
| Albury Entertainment Centre Theatre Back of House Upgrades and Renovations                 | 50,000                 |
| Albury Entertainment Centre Theatre Wheelchair Lift Upgrade                                | 85,000                 |
| Albury Entertainment Centre Upgrading of Sound and Lighting Equipment Throughout the Venue | 50,000                 |
| Albury Play Space Strategy   | 60,000                 |
| Alexandra Park - Hockey/Les O'Brien Athletics Precinct Amenities Building - Design         | 75,000                 |
| Building - Accessibility Upgrades  | 25,000                 |
| Building - Administration Building Address Water Infiltration Issues in Basement           | 300,000                |
| Building - Administration Building Main Switchboard Replacement                            | 200,000                |
| Building - Administration Building Upgrade Program   | 1,300,000              |
| Building - All Buildings Asbestos, Fire and Other Audits                                   | 50,000                 |
| Building - Aloysius Park Changeroom Upgrade  | 250,000                |
| Building - Canteen Upgrade Program   | 42,000                 |
| Building - Emergency Management Centre Stage Two (SVR)                                     | 100,000                |
| Building - Fair Value Valuation of Land, Buildings and Other Structures                    | 120,000                |
| Building - Glen Park Amenities Building Upgrade  | 150,000                |
| Building - Glenmorus Memorial Gardens and Crematorium - Toilet Block                       | 400,000                |
| Building - Greenfield Park Amenities Building Design and Construction                      | 200,000                |
| Building - Horseshoe Lagoon - New Public Toilet  | 50,000                 |
| Building - Melrose Park Sports Pavilion - Construction                                     | 1,600,000              |
| Building - Ross Circuit Pre-School - Roof Replacement and Improved Site Drainage           | 250,000                |
| Building - Thurgoona Drive Bike Path - New Public Toilet                                   | 20,000                 |
| Bunton Park Master Plan Review   | 30,000                 |
| Bunton Park Refurbishment Works  | 450,000                |
| Change Room Refurbishments   | 150,000                |
| Community Safety Plan Development  | 50,000                 |
| Education Hub and Emergency Pens (Animal Care Centre)                                      | 225,000                |
| Fredericks Park Master Plan Construction   | 2,200,000              |
| Implementation of the Disability Inclusion Action Plan                                     | 50,000                 |
| Implementation of the Graffiti Management Plan   | 50,000                 |
| Keep Track of Your Best Mate Project   | 42,000                 |
| Lambert Park - Upgrade existing Sport Ground Lighting to LED - Construction                | 75,000                 |
| Murray River Experience - Hume Weir Park Improvements                                      | 150,000                |
| Property Strategy and Condition Report   | 50,000                 |
| Refresh Library Shelving at LibraryMuseum and Lavington Library                            | 30,000                 |
| Sarvaas Park Building Upgrade - Construction   | 1,000,000              |
| Wagirra Depot Building Works   | 150,000                |
|  | <b>11,329,000</b>      |

### Outcome 3.5 Albury is a safe, inclusive and accessible region for our entire community.

| Operating Projects and Programs                     |   |
|---|---|
| Continue to advocate for social housing             | Implementation of Crime Prevention Activities |
| Contribute to the Albury Crime Prevention Committee |   |

### Outcome 3.6 Albury is a vibrant region that values the enrichment offered by arts and cultural activities and provides for diverse lifestyles and experiences.

| Albury 2050 Strategic Action  | AlburyCity Principal Activities (4 Year Delivery)   | Responsibility   |
|---|---|--|
| 3.6.1 Albury will create vibrant and interesting public and cultural spaces and places that support and encourage the development of, participation in and celebration of arts and culture. | <p>Activate public spaces through public arts, placemaking activities, festivals and programs and events that reflect the diversity of our community.</p> <p>Ensure provision of accessible, high quality and innovative cultural facilities and services.</p> <p>Recognise Aboriginal and Torres Strait Islander Peoples' continuing connection to culture.</p> <p>Collaborate with local, regional and national cultural stakeholders to deliver high quality arts and cultural initiatives.</p> <p>Tell our community's stories through arts and culture.</p> <p>Increase the visibility of arts and culture across the community.</p> | <p>Community and Place</p> <p>Business and Lifestyle</p> |
| 3.6.2 Albury will value and support our creative industry and cultural economy.   | <p>Prioritise development opportunities for Aboriginal and Torres Strait Islander creatives and organisations.</p> <p>Support the development of local creatives and cultural organisations.</p> <p>Provide education and engagement opportunities to build the skill base of our creatives and cultural organisations.</p> <p>Support a creative economy that is locally sustainable and connected to the national creative economy.</p>   | <p>Community and Place</p> <p>Business and Lifestyle</p> |
| 3.6.3 Albury will provide a diverse range of experiences – including entertainment, art and cultural experiences and sport and community-driven events.                                     | <p>Develop and implement a Cultural Plan.</p> <p>Provide a broad program of Council-delivered civic and community events.</p> <p>Deliver and partner with cultural heritage groups and other organisations to deliver culturally relevant activities.</p> <p>Implement a rich and diverse program of arts and cultural initiatives and activities across a range of creative and performing art forms.</p>  | <p>Community and Place</p> <p>Business and Lifestyle</p> |







## A Caring Community

**Outcome 3.6 Albury is a vibrant region that values the enrichment offered by arts and cultural activities and provides for diverse lifestyles and experiences.**

| Operational Plan 2024-2025 Projects and Programs  |                        |
|---|------------------------|
| Projects  | Budget 2024-2025<br>\$ |
| Albury Entertainment Centre Strategic Business Plan   | 80,000                 |
| AlburyCity Museum and Social History Acquisition Fund   | 10,820                 |
| AlburyCity Visual Art Acquisition Fund  | 22,628                 |
| Billson Park Master Plan  | 100,000                |
| Black Range Park Pump Track Upgrade   | 300,000                |
| Cultural Plan and Creative Economy Strategy Review  | 100,000                |
| Lavington Sports Ground - Concourse Upgrade   | 800,000                |
| Lavington Sports Ground - Playing Surface Upgrades  | 100,000                |
| Lavington Swim Centre - Replacement of the Existing Facility with a New Facility - Investigation and Design | 300,000                |
| Library Book Stock Acquisition Fund   | 228,543                |
| Mountain Bike Audit and Strategy Implementation   | 200,000                |
| Mural and Street Art Program  | 20,000                 |
| Public Art Installation - Aboriginal and Torres Strait Islander Community                                   | 50,000                 |
| QEII Square Redevelopment – Detailed Design   | 200,000                |
| Riverside Vibes   | 130,000                |
|   | <b>2,641,991</b>       |

| Operating Projects and Programs  |  |
|--|--|
| Deliver Library Museum and Lavington Library Exhibitions, Programs, Collections and Services | Implement and promote Placemaking Initiatives  |
| Promote MAMA Programs and Exhibitions  | Promote collaborative programs that connect AlburyCity with local cultural organisations |

### How will we measure success?

- Community Satisfaction Survey - Level of satisfaction with services and facilities
- Early Years and Young Peoples Strategy - Development
- Implementation of the Albury Local Housing Strategy
- Implementation of the:
  - Graffiti Management Plan
  - Disability Inclusion Action Plan
  - Reconciliation Action Plan
  - Multicultural Plan
- Review and implement the Creative Economy Strategy





# A Leading Community



**We are a vibrant city, with diverse and proactive leadership. We engage and have strong working relationships with our community, stakeholders and partners.**

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

| Albury 2050 Strategic Action   | AlburyCity Principal Activities (4 Year Delivery)  | Responsibility      |
|--|--|---------------------|
| 4.1.1 Build partnerships with local Aboriginal and Torres Strait Islander leaders to improve outcomes for Aboriginal and Torres Strait Islander people.                          | AlburyCity will collaborate with local Aboriginal and Torres Strait Islander people to create leadership opportunities to improve outcomes for the wider community.<br><br>Implementation of the Reconciliation Action Plan. | Community and Place |
| 4.1.2 Encourage regional connections, collaborations and strategic partnerships by actively participating in regional joint organisations and relevant networking opportunities. | Continue to strengthen Council's capacity for collaboration and effective partnerships to deliver on our community aspirations.  | Executive           |



# A Leading Community

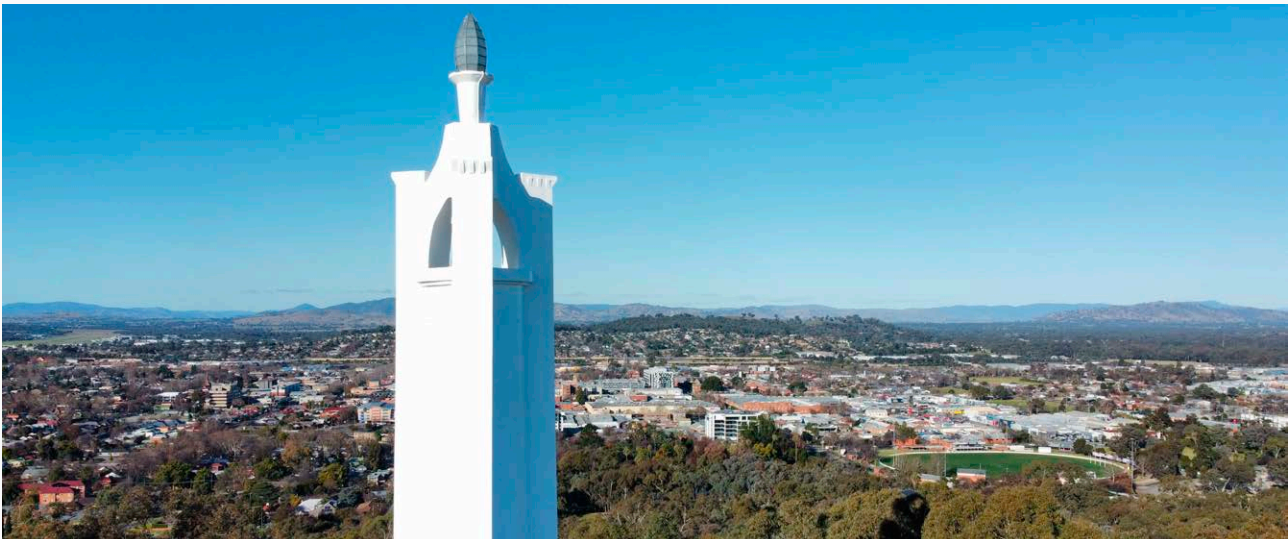
**Outcome 4.1** Albury has strong partnerships so that the community’s aspirations can be delivered through an integrated planning approach.

| Operational Plan 2024-2025 Projects and Programs                           |  |
|--|--|
| Operating Projects and Programs  |  |
| AlburyCity has representation on state, regional and other relevant forums | Collaboration with regional education institutions |

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

| Albury 2050 Strategic Action  | AlburyCity Principal Activities (4 Year Delivery)  | Responsibility |
|---|--|----------------|
| 4.2.1 The community is consulted and engaged on important decisions in two-way conversation that results in informed decision making and shared leadership. | We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how your community input influenced the decision.     | Engagement     |
| 4.2.2 Use innovative engagement technologies and tools to facilitate conversations that involve the community in local matters.                             | We will continue to review and engage new and innovative technologies to allow inclusive engagement and conversations across all our owned digital channels. | Engagement     |

| Operational Plan 2024-2025 Projects and Programs |                                     |
|--|-------------------------------------|
| Projects   | Budget 2024-2025 \$                 |
| 2024 Local Government Elections                  | 50,000                              |
| Operating Projects and Programs                  |                                     |
| Community Strategic Plan Review                  | Engaging Albury Implementation Plan |





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

| Albury 2050 Strategic Action   | AlburyCity Principal Activities (4 Year Delivery)   | Responsibility |
|--|---|----------------|
| 4.3.1 Collaborating and networking opportunities are provided for leaders to foster growth and innovation. | AlburyCity strengthens partnerships and joint representation to address regional priorities and cross-border issues with an integrated approach.                          | Executive      |
|  | Opportunities have been leveraged under the Two Cities One Community partnership.<br>Improve physical and digital access for the community to access a range of services. | Engagement     |

**Operating Projects and Programs**

Implement the Two Cities One Community Action Plan

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

| Albury 2050 Strategic Action  | AlburyCity Principal Activities (4 Year Delivery)   | Responsibility   |
|---|---|--|
| 4.4.1 Facilitate the growth of future community leaders by providing resources and development opportunities. | We will continue to support the development of community leaders through promotion and coordination of the Leadership and Resilience Scholarship.   | Executive<br>Community and Place<br>People and Culture |
| 4.4.2 Albury does business with excellence, showcasing good governance, openness and transparency.            | We will provide strong governance and leadership to keep us future-focused and accountable for our decisions as an organisation of excellence.  | Executive<br>Strategy and Performance                  |
| 4.4.3 Encourage participation in leadership roles and groups by people from a diverse range of backgrounds.   | We will create and drive opportunities for community leadership on issues of significance, such as establishing diverse Advisory Committees and working groups to inform Council decision making. | Executive<br>People and Culture                        |





## A Leading Community

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

| Operational Plan 2024-2025 Projects and Programs                                 |                        |
|--|------------------------|
| Projects   | Budget 2024-2025<br>\$ |
| Building Refurbishment - IT Elements   | 50,000                 |
| Business Systems Roadmap   | 100,000                |
| Community Satisfaction Survey and Pulse Check                                    | 40,000                 |
| Corporate Information Roadmap  | 40,000                 |
| Cybersecurity Roadmap  | 125,000                |
| Fleet Management System Upgrade  | 130,000                |
| Integration with NSW Planning Portal Program                                     | 25,000                 |
| IT Infrastructure Roadmap - Capital  | 255,000                |
| IT Infrastructure Roadmap - Operating  | 89,000                 |
| Meeting Room Technology Update   | 50,000                 |
| New AlburyCity Corporate Website   | 75,000                 |
| New Visit Albury Wodonga Website   | 40,000                 |
| Online Risk Management System  | 80,000                 |
| Parking Sensor Network Extension   | 97,000                 |
| Procurement, Contract and Payables Software Upgrade - Phase 1                    | 50,000                 |
| Review of AlburyCity Vision, Values and Guiding Principles                       | 100,000                |
| Sensor Network Growth  | 30,000                 |
| Service Excellence Program   | 100,000                |
| Source to Contract Lifecycle Software - Acquisition and Implementation - Phase 2 | 75,000                 |
| Two Cities One Community - Communications Platforms                              | 25,000                 |
| Undertake a Staff Climate Survey   | 30,000                 |
|  | <b>1,606,000</b>       |

| Operating Projects and Programs                             |   |
|---|---|
| AlburyCity Corporate Strategy Implementation                | Implementation of A Place for Everyone – Diversity and Inclusion Strategy - Phase 1 |
| Develop and Deliver AlburyCity Corporate Training Plan      | Implementation of Our People Strategy   |
| Financial Sustainability Improvement Plan Implementation    | Live Well Work Well Program   |
| Grow Our Own Program  | Remuneration and Grading Review   |
| Implementation of AlburyCity's Customer Experience Strategy | Risk Management Framework Implementation  |

### How will we measure success?

- Community Satisfaction Survey - Increase level of satisfaction of communication Council has with the community
- Delivery of the Albury Wodonga Regional Deal Projects
- Develop and implement AlburyCity's Financial Sustainability Improvement Plan
- Ensure the Grow Our Own Program equals 10% of our workforce
- Implement AlburyCity's A Place for Everyone - Our Diversity, Inclusion and Belonging Strategy
- Implement AlburyCity's Advocacy Strategy
- Implement AlburyCity's Engaging Albury Strategy
- Implement AlburyCity's Customer Experience Strategy
- Implement the Smart Cities and Smart Places Strategy
- Implement the Two Cities One Community partnership
- Maintain collaborative regional agreements with partners





# Principal functions to implement the Community Strategic Plan

To ensure that Albury is a great place to live, work and invest today and into the future, the following AlburyCity functions will enable the delivery of this plan and empower progress, serve our community with excellence and take care of our place.

These functions also ensure progress of our city to achieve the community's most important priorities identified in our Towards Albury 2050 - Community Strategic Plan.

| People Pillar   | Place Pillar  | Progress Pillar  |
|---|---|--|
| <b>Engagement</b> <ul style="list-style-type: none"> <li>• Communications and Engagement</li> <li>• Customer Experience</li> <li>• Education and Compliance</li> <li>• Information Management and Technology</li> <li>• Regional Partnerships and Innovation</li> </ul><br><b>People and Culture</b> <ul style="list-style-type: none"> <li>• Governance and Executive Support</li> <li>• Organisational Development</li> <li>• Our People (Human Resources)</li> <li>• Wellbeing Health and Safety</li> </ul><br><b>Strategy and Performance</b> <ul style="list-style-type: none"> <li>• Corporate Performance</li> <li>• Financial Management</li> <li>• Procurement Services</li> <li>• Project Management Systems</li> </ul> | <b>Assets Sustainability and Environment</b> <ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Environment Management</li> <li>• Property and Building</li> <li>• Resource Recovery</li> </ul><br><b>City Landscapes</b> <ul style="list-style-type: none"> <li>• Natural Areas</li> <li>• Parks and Recreation</li> <li>• Streetscapes and Gardens</li> </ul><br><b>Community and Place</b> <ul style="list-style-type: none"> <li>• Cemeteries and Crematorium</li> <li>• Children Services</li> <li>• Community Development</li> <li>• Cultural Activation</li> <li>• Libraries and Museum</li> <li>• Murray Art Museum Albury</li> </ul> | <b>Business and Lifestyle</b> <ul style="list-style-type: none"> <li>• Airport Operations</li> <li>• Albury Entertainment Centre</li> <li>• Economic Development</li> <li>• Events</li> <li>• Leisure Facilities</li> <li>• Visitor Economy and Experience</li> </ul><br><b>City Development</b> <ul style="list-style-type: none"> <li>• Building Surveying</li> <li>• City Development</li> <li>• City Planning</li> </ul><br><b>City Projects</b> <ul style="list-style-type: none"> <li>• City Transport</li> <li>• City Works (Roads, Footpaths, Bridges and Drains)</li> <li>• Design Services</li> <li>• Fleet and Supply</li> <li>• Project Delivery</li> </ul><br><b>Water and Wastewater</b> <ul style="list-style-type: none"> <li>• Network Services</li> <li>• Quality and Systems</li> <li>• Treatment Services (Sewer)</li> <li>• Water Supply</li> </ul> |

# Service Excellence Program

The Service Excellence Program aims to assist in delivering the AlburyCity Community Strategic Plan – Towards Albury 2050 aspirations.

A continuous improvement approach to reviewing and planning at AlburyCity enables each service area to identify and implement improvements as part of usual processes. The Service Excellence Program focuses on ensuring that we understand community expectations regarding service levels and that service levels provided meet these expectations as efficiently as possible. Opportunities identified to improve services are identified and provided to Councillors for feedback. Outcomes of improvements implemented are reported in our Annual Report.

Principle Service areas for review each year are prioritised according to identified need, review of strategic direction for the area, environmental changes, or time frame since last review. Environmental changes and emerging needs may mean a need to reprioritise these services.

## Services identified for review over the four year period:

| 2024-2025                                      | 2025-2026  | 2026-2027            | 2027-2028                |
|--|--|----------------------|--------------------------|
| Airport Operations                             | Children Services  | Events               | Building and Property    |
| Cemeteries and Crematorium                     | Customer Experience and Online Services                          | Parks and Recreation | City Works               |
| Extreme Weather Event Response                 | LibraryMuseum Services   | Streetscapes         | Education and Compliance |
| Documenting Service Catalogue – Service Levels | Accelerated whole of organisation Service Level Planning Project |                      |                          |

# AlburyCity Initiatives 2024-2028

A full list of initiatives can be found on our website.

# AlburyCity

Four Year Delivery Program  
2024-2028 and  
Operational Plan  
2024-2025

553 Kiewa Street Albury NSW 2640

PO Box 323, Albury NSW 2640

P: (02) 6023 8111

E: [info@alburycity.nsw.gov.au](mailto:info@alburycity.nsw.gov.au)

W: [alburycity.nsw.gov.au](http://alburycity.nsw.gov.au)

📷 [@alburycity](https://www.instagram.com/alburycity)

