

Albury 2050

Community Strategic Plan
2022 - 2050

DRAFT - Under review



AlburyCity

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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.



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 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 here, 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 (Kangaroo’s cannot jump backwards).

Introduction

Albury 2050 provides a long-term approach and plan for the future of the community with a focus on four themes – A Growing Sustainable Economy, An Enhanced Natural Environment, A Caring Community and A Leading Community.



'Albury 2050' is our Community Strategic Plan - it identifies our community's most important priorities. Developed with and on behalf of the Albury community, Albury 2050 represents an exciting vision for the city. A Council's Community Strategic Plan (CSP) is the highest-level plan that a Council will prepare. The Community Strategic Plan is the cornerstone document of the New South Wales (NSW) Government's Integrated Planning and Reporting (IP&R) framework.

IP&R provides the structure from which all Council documents relate to each other, including reports and accountability. Working together, our Council,

community, government and other stakeholders will make sure this vision becomes a reality.

Albury 2050 provides a long-term approach and plan for the future of the community with a focus on four themes – A Growing Sustainable Economy, An Enhanced Natural Environment, A Caring Community and A Leading Community. These themes create a platform for Council and other stakeholders to implement strategic goals and holistically plan for the future of Albury. This plan is reviewed every four years to ensure we're on track to achieve the community vision.

The Integrated Planning & Reporting Framework in a Snapshot



Integrated planning and reporting describes 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 & Reporting



Community Strategic Plan (CSP)

States the community's vision and aspirations for the next 10 years. The CSP must address 4 key questions:

1. Where are we now?
2. Where do we want to be in 10 years' time?
3. How will we get there?
4. How will we know we have arrived?



Resourcing Strategy

The Resourcing Strategy outline 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

Shows the individual projects and activities a council will undertake in a specific year. It includes the council's annual budget and Statement of Revenue Policy.



Measuring Progress

The IP&R framework requires Councils to measure and report on progress in implementing this Plan using a set of community indicators. Our measures are listed in this Plan under each theme.



Annual Report

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

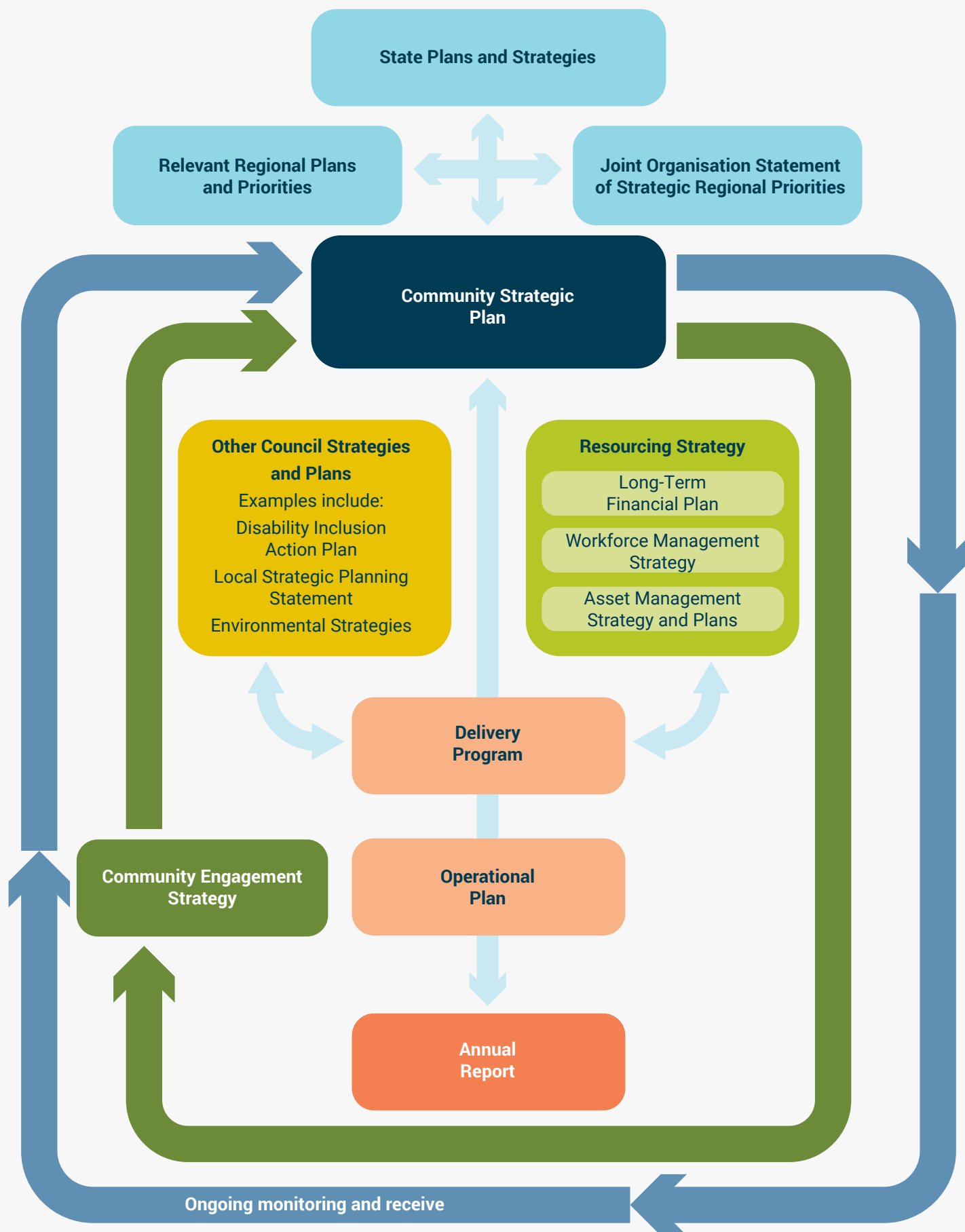
Delivery Program – 6-monthly progress report

Annual Report

State of our City Report – in line with election cycle, generally every 4 years



The Integrated Planning & Reporting Framework



Our Plan – Albury 2050

Our plan has been developed based on the aspirations and priorities of our community and defines the future vision for Albury towards 2050. Importantly, 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.

The following social justice principles underpin Albury 2050 and all of Council's decision-making processes:

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.



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 of economic, environmental social, and civic leadership issues. The development of Albury 2050 is guided by the QBL considerations and the above social justice principles, supporting our achievement of a balanced and holistic approach to our city's future.

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.

Our Place



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Albury is a modern, vibrant city on the northern banks of the Murray River in the Riverina region of south-eastern New South Wales. Located 300 kilometres north-east of Melbourne and 570 kilometres south-west of Sydney, Albury covers 306 square kilometres and in 2020 had a population of 55,055. There are approximately 4,600 businesses in Albury and 29,4794 people in employment. There continues to be a high level of business confidence with major construction projects underway and many in the planning process.

AlburyCity administers a local government area that covers East Albury, Ettamogah, Glenroy, Hamilton Valley, Lake Hume Village, Lavington, North Albury, South Albury, Splitters Creek, Springdale Heights, Table Top, Thurgoona, West Albury and Wurlinga. AlburyCity is bounded by Greater Hume Shire in the north, north-east and west, and across the border in Victoria by the City of Wodonga and Towong Shire in the south and east.

The Albury region 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. More recently, Vietnamese, Philippine, Laotian, Albanian, and Bosnian residents have contributed to the city's vital, cosmopolitan feel. AlburyCity has become a regional settlement hub for families from The Congo, Nepal, Bhutan and Sudan.

Our People



Age

- 10% aged over 76 years
- 29% aged 55-75 years
- 32% aged 35-54 years
- 29% aged 18-34 years
- Median age - 39 years



Households

- 23,084 total households*
- 32.3% with mortgage**
- 33.7% renting**



Population

- 55,055 (2020)*
- 18.6% born overseas**
- 2.8% Aboriginal or Torres Strait Islander**
- 51.8% Female*
- 48.2% Male*



Education

- 12.5% completed year 12**
- 15.9% university education**



Employment

- 7.6% unemployed*



Forecast

- Population increase
- +12,372 between 2021 to 2036 (+18.51%; estimated total 67,427)***
- 4,206 increase for 65+ years***
- Additional Households
- +4,751 households between 2020 to 2036***
- +1,566 lone person households between 2016-2036***



Household Types

- 26% couple families with dependents*
- 29.9% lone-person households*
- 28.1% couple families without dependents*
- 10.9% single-parent families*

Reference

- *Economic indicators report 2021* *
- *2016 Census* ** • *Forecast ID****



Our Engagement Journey

Engagement for Albury 2050 commenced in June and concluded in December 2021. The community and stakeholders actively participated through the 'Have your Say' website, completing 622 contributions from 3,926 visits throughout June 2021 – November 2021. This interaction was achieved through online survey questions, interactive map and whiteboard to share "big ideas".

There was also a high level of online engagement and participation through various social media channels, Facebook, Instagram and LinkedIn all providing further opportunities for the community and stakeholders to become actively involved in conversations regarding the future of Albury 2050. Numerous pop-up opportunities were undertaken in various locations around the city, allowing a diversity of participants across a variety of socio-economic and cultural demographics.

Engagement through primary and secondary schools was undertaken via class engagement with students participating in group and individual activities – producing their future vision for Albury 2050 through assorted art mediums. Young people actively engaged through the Albury Youth survey with 800 young people of varying diversity and culture aged 12-18 years responding. The younger cohort of under 10 years was actively engaged through 'Lego Masters' where they were provided with the opportunity to create their future designs for Albury 2050.

Community sentiments



Love

Murray River, Hume Weir and Nature Reserves
Walking trails and open spaces
Connected and inclusive community
Regional location with metropolitan-quality facilities
Unique position as a cross-border city



Value

Green and sustainable city
Country lifestyle
Multiculturalism
Vibrancy, diversity and innovation
Affordable living
Arts and creative spaces



Concerns

Housing affordability
Catering for sustainable growth
Youth retention and attraction
Impacts of climate change
Balancing urbanisation and sustainability
Under-representation of minority groups in community decision-making
Accessibility challenge for cross-border residents
Safety
Natural environment



Wants

Multiculturalism
Integrated transport network
Infrastructure in growth areas
Affordable living
Collaborative cross-border community
Access to bicycle and walking tracks
Community engagement with all key groups
Destination city
Same access as Metropolitan centres

Our Community Values and Wants:

Integrated transport network:

a safe and efficient integrated transport network that connects the community to all parts of our city and surrounding regions.

Infrastructure in growth areas:

solid infrastructure approach that ensures our growth areas are supported and have improved accessibility to local services.

Destination city:

promote Albury as a destination city to encourage greater visitation and people relocating to the area to support our ongoing growth.

Community engagement with all key groups:

a greater level of involvement and engagement with all members of our community during decision-making for Albury's future.

Multiculturalism:

a welcoming diverse community supportive of all cultures, that recognises and celebrates culture through education, facilities and events.

Same access as Metropolitan centres:

create and maintain a regional lifestyle whilst having access to metropolitan quality facilities, services and events.

Access to bicycle and walking tracks:

footpaths, shared paths, cycleways and active modes of transport available across our city.

Collaborative cross-border community:

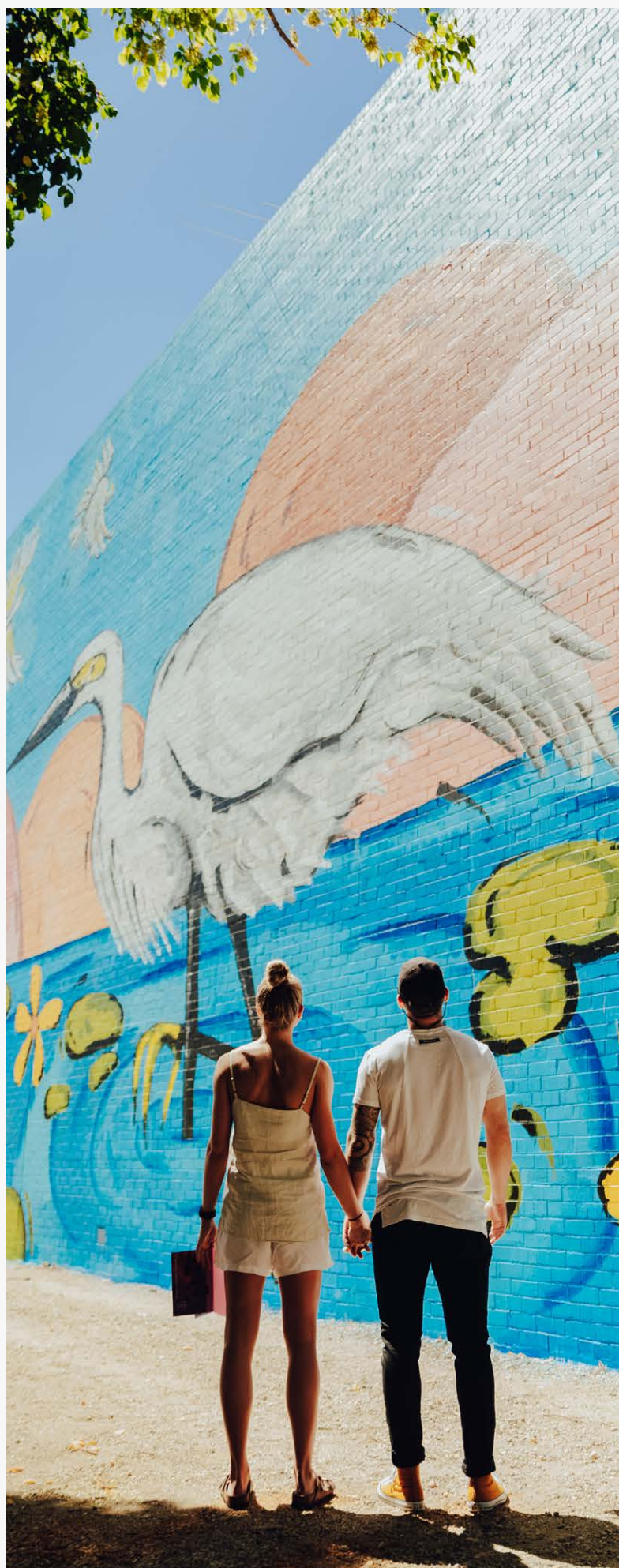
our position as a cross-border city is leveraged to provide unique advantages to our community through collaboration and partnership with Wodonga.

Affordable living:

current and future generations to have access to affordable lifestyles (eg housing).

Creative Arts:

Access to public and cultural spaces and places. An increase in community participation and celebration of arts and culture.



Community Vision Statement

A nationally significant regional city that is vibrant, innovative, connected, and inspired by its culture, environment and location on the Murray River.



The Vision is supported by Themes



1. A Growing Sustainable Economy: our growing population supports businesses in expanding their workforce and our community is connected locally and beyond through an integrated transport network.



2. An Enhanced Natural Environment: we have a healthy Murray River, are leaders in natural resource management and protect our local plants and animals.

How can we achieve the Vision together

Council has a custodial role in preparing and maintaining the Community Strategic Plan, but there are many partners who will work together to achieve the vision. Even you. As stakeholders in Albury 2050, responsibility sits with us all.

The role AlburyCity and other stakeholders (including other levels of government, businesses, industry groups or community organisations) have may be as:



A Provider – to provide a variety of services, facilities, programs and infrastructure to meet the needs of the community.



A Leader – to help identify local community concerns and engage both local and external stakeholders when necessary. Planning and providing direction through policy and practices.



A Collaborator – working with the public, private, and government sectors to provide benefits to the community.



A Planner – using professional expertise to conduct research, provide information, and collaborate to develop and evaluate solutions.



A Capacity Builder – working together to address local needs. Providing mentoring and/or assistance to community groups to obtain resources through partnerships with other agencies.



To Advocate – making sure Albury's voice is heard by advocating for the best possible outcomes for the community



3. A Caring Community: we live in an accessible community that celebrates its diversity, provides quality health care, supports children and young people, recognised nationally as a provider of quality education and is a safe place for all members of our community.



4. A Leading Community: we have leaders who represent the best interests of our community and work to establish strong partnerships with our regional network.

What can I do?

As a community member there is so much you can do to help achieve the vision for Albury, this may be individually, part of a community group or with friends and family.

A Growing Sustainable Economy

- Ride a bike for transport, fun and health
- Walk or cycle those short journeys – don't drive
- Support and advocate for on-demand local buses
- Think safe, travel safe – pedestrians, cyclists and drivers
- Report unsafe conditions on roads
- Visit the local parks or pools
- Support local business – buy locally and employ locally
- Access advice on starting our own business
- Be friendly to visitors and tourists
- Be a tourist in our own town look at www.visitalburywodonga.com

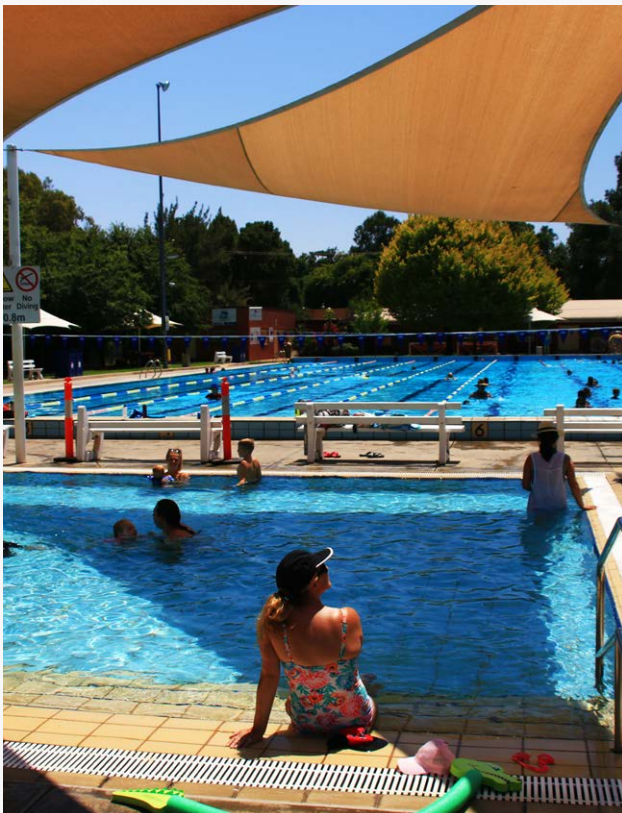


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An Enhanced Natural Environment

- Try out the many local walking trails
- Learn more about environmental issues and how to improve our environmental sustainability
- Walk, cycle or use public transport
- Recycle right, compost and avoid excess packaging
- Buy green, grow our own or local food
- Stop using single-use plastic
- Plant and preserve native trees on our own property
- Use bins or take your rubbish with us
- Join a bush care group
- Invest in a water tank and go solar
- Feed birds with native plants – not bread or unwanted food
- Report people polluting, dumping or littering

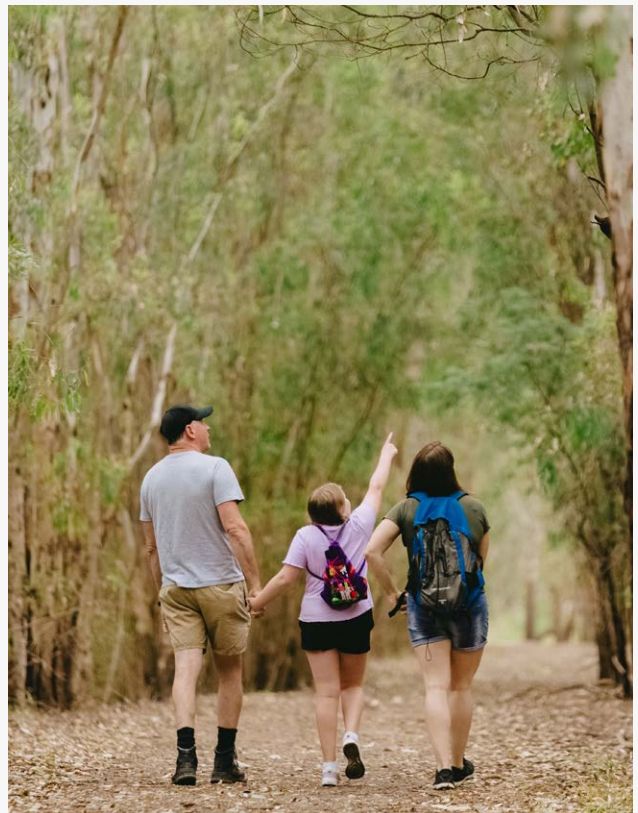


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A Caring Community

- Support local creativity – attend local cultural events and activities or buy a local work of art
- Pursue tertiary education or take a local community education course
- Volunteer – share some time or lend a hand
- Have a good work-life balance
- Enjoy the local community centre
- Get to know our neighbours
- Show mutual respect and acceptance of others
- Become a mentor to a young person
- Create or join a community garden
- Report your concerns – see something, say something
- Be physically active – walk, cycle or play a sport
- Participate in cultural and community events
- Become a library member
- Take the kids to the playground
- Play a social or recreational sport

A Leading Community

- Get involved – take an interest in civic affairs
- Attend a Council meeting
- Attend or comment on public consultations
- Volunteer Join a Community Group
- Get involved in decision making
- Exercise your right to vote
- Comment on local planning issues and participate in public forums
- Talk to Council before you build
- Keep our public spaces clean



How to read our Plan

Themes

Our four focus areas are based on addressing the quadruple bottom line of social, environmental, economic and civic leadership issues. These themes will guide and create a platform for our Council to implement strategic goals and holistically plan for the future of Albury towards 2050.

Outcomes

Where do we want to be?

These are the highest-level aspirations of the community and contribute to achieving the community's vision for 2050.

Strategies –

How will we get there?

These outline the method or approach to achieve the outcomes of the Plan. These strategies cascade down to the Delivery Program and Operational Plan, where they are expanded on with specific and measurable actions, timeframes and responsibilities.



A Growing Sustainable Economy

Our growing population supports businesses in expanding their workforce and our community is connected locally and beyond through an integrated transport network.



Where do we want to be? (outcomes)	How will we get there? (strategic action)	Council's role	Who are our partners?
1.1 Albury has an accessible, integrated transport network that connects our city through safe and efficient travel options.	1.1.1 Effectively plan, upgrade and maintain our network of roads, bridges, cycleways, footpaths, walkways and street lighting.	Planner Provider	Transport for NSW Business and Industry City of Wodonga NSW State Government Australian Federal Government Victoria State Government
	1.1.2 Advocate for active and sustainable public transport options to support the sustainability of our natural environment.	Advocator Collaborator	Australian Federal Government NSW State Government Transport for NSW City of Wodonga Victoria State Government

Supporting State and Regional plans

- NSW Premier Priorities
- Future Transport Strategy 2056
- Future Fuels and Vehicles Strategy
- Smart Cities Framework
- 20 Year Economic Vision for Regional NSW
- NSW Circular Strategic Plan 2020-23
- NSW Government

Performance Measures - How will we know we've arrived?

Increase in the total economic impact of visitors in Albury and Wodonga and overnight stays from visitors in the region
Improve public transport utilisation into and from Albury City
Increase the number of employed persons per capita
GDP growth in line with the NSW State Average
Embed the Integrated Transport Strategy and develop a Active Transport Plan for Albury City to increase connectivity
Unplanned water supply interruptions < 4.1 per 100km main (average of last 5 years)

Council's Role

Council has a custodial role in working towards each community outcome, however is not wholly responsible for achieving them. Responsibility rests with everyone including other levels of government, businesses, industry groups, community organisations and individuals.

Partners

Collaboration and partnerships are crucial to achieving our long-term goals. This Plan identifies some of our key partners in delivery, however, the list is not exhaustive and we always welcome new partners.

Performance Measures - How will we know we've arrived?

The performance measures will help us track our progress towards the implementation of the Plan. The performance measures are sourced from a range of data sets (such as the biennial Community Satisfaction Survey, Australian Bureau of Statistics or other reliable statistics) that can be used to quantify progress.



A Growing Sustainable Economy

Our growing population supports businesses in expanding their workforce and our community is connected locally and beyond through an integrated transport network.



Our community said they value:

Frequent, **reliable** and increased public transport routes

An **integrated** network of footpaths and cycling paths

Our existing **tourism** strengths and expand our offerings to attract more visitors

Being a **leading** advanced regional economy

Keeping up with **population growth** through careful planning and infrastructure development

Increasing **job** opportunities especially for our young people

Balancing the growth of our city and sustainability of our natural environment

Supporting existing industries and attract new ones to our region

Equitable and reliable access to digital infrastructure and telecommunication services

Access to high quality water

A Growing Sustainable Economy

Where do we want to be? (outcomes)	How will we get there? (strategic action)	Council's role	Who are our partners?
1.1 Albury has an accessible, integrated transport network that connects our city through safe and efficient travel options.	1.1.1 Effectively plan, upgrade and maintain our network of roads, bridges, cycleways, footpaths, walkways and street lighting.	Planner Provider	Transport for NSW Business and Industry City of Wodonga NSW State Government Australian Federal Government Victoria State Government
	1.1.2 Increase access to active and sustainable travel options across our city through improved infrastructure and programs	Advocator Collaborator	Australian Federal Government NSW State Government Transport for NSW City of Wodonga Victoria State Government
	1.1.3 Partner and advocate for accessible transport modes across our city to deliver connectivity improvements between Albury, Wodonga and outer suburbs.	Collaborator Advocator	City of Wodonga NSW State Government Transport for NSW Victoria State Government
1.2 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.	1.2.1 Support the transition to a circular economy by maximising the use of valuable resources, reducing waste and increasing the robustness of our economy.	Planner Advocator Collaborator	Australian Federal Government NSW State Government Industry and Business
	1.2.2 Improve productivity and competitiveness in both existing and future employment sectors.	Capacity Builder Leader	Australian Federal Government NSW State Government Industry and Business
	1.2.3 Promote and leverage our unique economic strengths to increase and attract private investment.	Capacity Builder Advocator Planner	Australian Federal Government NSW State Government Industry and Business
	1.2.4 Support entrepreneurs, start-ups, research, and digital connectivity for our community.	Provider Advocator	Australian Federal Government NSW State Government Industry and Business
1.3 Albury is a liveable city supporting sustainable population growth through the provision of high-quality infrastructure, industry-leading services and high levels of amenity.	1.3.1 Responsibly provide residential and commercial development options for our growing city, whilst prioritising sustainability	Collaborator	Australian Federal Government NSW State Government Industry and Business City of Wodonga

A Growing Sustainable Economy

Where do we want to be? (outcomes)	How will we get there? (strategic action)	Council's role	Who are our partners?
1.4 Albury will offer diverse and innovative tourism experiences to attract new and repeat visitation.	1.4.1 Communicate the story of Albury through our tourism offerings, providing an authentic and engaging visitor experience.	Provider Collaborator	NSW State Government City of Wodonga Event Organisers Murray Region Tourism Visit Victoria Destination NSW Albury Business Connect
	1.4.2 Create tourism marketing campaigns to promote experiences linked to our brand pillars.	Provider Collaborator	NSW State Government City of Wodonga Event Organisers Murray Region Tourism Visit Victoria Destination NSW Albury Business Connect
	1.4.3 Investigate partnerships to attract visitors to our region, and increase the diversity in attractions, events and facilities for our community and visitors.	Planner Leader Provider	NSW State Government City of Wodonga Event Organisers Murray Region Tourism Visit Victoria Destination NSW
1.5 Albury has a secure, accessible and well managed water supply.	1.5.1 Investigate opportunities for alternate water supply and usage to improve water security.	Provider Leader	Department of Primary Industries Department of Planning and Environment Murray Darling Basin Authority Water City of Wodonga
	1.5.2 Our water quality is a priority that supports the health and wellbeing of the community.	Provider	Australian Federal Government NSW State Government



A Growing Sustainable Economy

Supporting State and Regional plans

NSW Premier Priorities

Future Transport Strategy 2056

Future Fuels and Vehicles Strategy

Smart Cities Framework

20 Year Economic Vision for Regional NSW

NSW Circular Strategic Plan 2020-23

NSW Government Innovation Strategy

State-wide Destination Management Plan

NSW Visitor Economy Strategy 2030

Murray Regional Tourism Strategic Plan 2021-2024

Performance Measures - How will we know we've arrived?

Increase in the total economic impact of visitors in Albury and Wodonga and overnight stays from visitors in the region

Improve public transport utilisation into and from Albury City

Increase the number of employed persons per capita

GDP growth in line with the NSW State Average

Embed the Integrated Transport Strategy and develop a Active Transport Plan for Albury City to increase connectivity

Unplanned water supply interruptions < 4.1 per 100km main (average of last 5 years)



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An Enhanced Natural Environment



We have a healthy Murray River, are leaders in natural resource management and protect our local plants and animals

Our community said they value:

Learning more about the impacts relating to climate change

Planning infrastructure development with a focus on environmental sustainability

Protecting our natural environment including our native flora and fauna (particularly the Murray River)

Creating more green spaces, utilising native vegetation and protecting existing open areas

Minimising threats to native fauna through introduction of a cat curfew

Establishing a reputation as leaders in waste management

Encouraging water security through sustainable water management

Reducing our carbon footprint

Promotion on our natural assets

Advocating for environmentally friendly modes of public transport

An Enhanced Natural Environment			
Where do we want to be? (outcomes)	How will we get there? (strategic action)	Council's role	Who are our partners?
2.1 Albury is a zero emission and climate resilient city.	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.	Leader Provider Collaborator Advocator	Community Australian Federal Government NSW State Government Business Council of Australia
	2.1.2 Community is aware and collaborates on climate change adaptation and carbon mitigation.	Collaborator Advocator Planner	NSW State and Federal Government Australian Renewable Energy Agency (ARENA) Community Business and Industry
	2.1.3 Albury is resilient and has adapted to a changing climate.	Collaborator Advocator Planner	NSW State Government Australian Federal Government Community Business and Industry
2.2 Albury is a leader in resource management and circular economy.	2.2.1 Investigate and implement energy saving initiatives and renewable energy options for individuals, business and industry	Provider Planner Advocator	NSW State Government Australian Federal Government Business and Industry
	2.2.2 Implement with a focus on top hierarchy waste management with a circular economy as the basis for everything we do.	Provider Collaborator Advocator	NSW State Government
	2.2.3 Delivering innovative sustainable water management technologies to manage water security.	Provider Collaborator	NSW State Government
2.3 Albury is a recognised leader in the protection and management of our natural assets.	2.3.1 Assign measurable value to our natural assets.	Provider Collaborator	Scientific Consultants Charles Sturt University Australian Federal Government NSW State Government
	2.3.2 Biodiversity has been enhanced and restored to strengthen our natural assets to improve eco-system connectivity.	Advocator Collaborator Provider	Australian Federal Government NSW State Government Charles Sturt University Landcare Citizen Scientist Friends of Nail Can Developers
	2.3.3 Provide opportunities for the community to connect and respectfully enjoy our natural environment.	Leader Planner Advocator	Australian Federal Government NSW State Government Local Community Groups Local Media
2.4 Albury embraces the cultural heritage of Aboriginal and Torres Strait Islander people.	2.4.1 Aboriginal and Torres Strait Islander Cultural Heritage is preserved and celebrated for future generations alongside the adoption of Aboriginal and Torres Strait Islander people's management practices.	Capacity Builder Provider Leader	Australian Federal Government NSW State Government Local Community Groups Local Media Local Aboriginal Lands Council Albury Wodonga Aboriginal Health Service The Woomera Aboriginal Corporation Mungabareena Aboriginal Corporation

An Enhanced Natural Environment

Supporting State and Regional plans

Net Zero Plan Stage 1:
2020–2030

Smart Cities Framework

NSW Government Circular
Economy Policy Statement

NSW Waste and
Sustainable Materials
Strategy 2041

NSW Premier Priority -
Greener Public Spaces

Future Transport 2056

National Agreement on
Closing the Gap

Performance Measures - How will we know we've arrived?

Meet AlburyCity carbon targets set for 2025:

- a) Emission reduction of 40% below 2018/19 levels (excluding waste); and
- b) Emission reduction of 10% below 2018/19 levels (including all waste).

Meet AlburyCity carbon targets set for 2030:

- a) Emission reduction of 80% below 2018/19 levels (excluding waste); and
- b) Emission reduction of 20% below 2018/19 levels (including all waste).

Meet AlburyCity carbon targets set for 2040:

- a) Net Zero emissions (including Albury LGA waste); and
- b) Emission reduction of 80% below 2018/19 levels (including all waste).

Meet AlburyCity carbon targets set for 2050:

- a) Net Zero emissions (including all waste)

Decrease average water consumption

AlburyCity consumes 100% renewable energy

Increase total recycling on site and households by 2050

Halve the amount of organic waste sent to landfill

Albury Waste Management Centre have an 80% average recovery rate from all waste streams



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A Caring Community

We live in an accessible community that celebrates its diversity, provides quality health care, supports children and young people, recognised nationally as a provider of quality education and is a safe place for all.



Our community said they value:

Attracting and retaining of our youth through education and employment opportunities

Support for our young families

Recognition and **celebration** of cultural diversity

Access to quality education and health

Greater range of **diverse and accessible facilities/activities** for all members of the community

Events that support connectedness in the community and attract visitors

Safety and **connectedness**

Affordable housing is not a barrier to a diverse and equitable region

A Caring Community

Where do we want to be? (outcomes)	How will we get there? (strategies)	Council's role	Who are our partners?
3.1 Albury's local Aboriginal and Torres Strait Islander community is empowered through self-determination and is achieving improved health, employment and education outcomes.	3.1.1 Acknowledge the Wiradjuri people as traditional custodians of this land, and work together to create culturally developed services to improve health, education and employment goals.	Provider Advocator	Australian Federal Government NSW State Government City of Wodonga Local Aboriginal Lands Council Albury Wodonga Aboriginal Health Service The Woomera Aboriginal Corporation Mungabareena Aboriginal Corporation
	3.1.2 Advocate and collaborate for the priorities of the local Aboriginal and Torres Strait Islander representative groups.	Provider Advocator Collaborator	Australian Federal Government NSW State Government City of Wodonga Local Aboriginal Lands Council Albury Wodonga Aboriginal Health Service The Woomera Aboriginal Corporation Mungabareena Aboriginal Corporation
3.2 Albury's growing population is supported through a diverse range of leading-edge education, health and employment opportunities.	3.2.1 Support educational and employment outcomes that retain young people, grow local talent and attract skilled workers.	Collaborator	NSW State Government Community Business and Industry Education Providers
	3.2.2 Support improvements to achieve better mental health outcomes.	Capacity Builder Advocator	Australian Federal Government NSW State Government Albury Wodonga Health
	3.2.3 Partner with local health providers to deliver leading-edge services to our community.	Capacity Builder Partner	Albury Wodonga Health NSW State Government Victorian State Government

A Caring Community			
Where do we want to be? (outcomes)	How will we get there? (strategies)	Council's role	Who are our partners?
3.3 Our community values arts, culture, heritage and place. All residents share and celebrate our multiculturalism in a welcoming and open community.	3.3.1 Become more culturally and linguistically aware, with greater diversity in our communication offerings.	Provider Advocator	Australian Federal Government NSW State Government
	3.3.2 Celebrate Albury's identity by sharing local stories, both historical and contemporary, through cultural and arts activities in an inclusive environment.	Provider Collaborator	Australian Federal Government NSW State Government Local Land Service Murray Arts Murray Conservatorium Hot House Theatre Flying Fruit Fly Circus MAMA
	3.3.3 Create a safe environment for all community members through innovative approaches to safe and secure communities.	Provider Collaborator	NSW State Government
3.4 Albury supports our young people by offering opportunities for local talent to remain in Albury, and by attracting skilled young people to our community.	3.4.1 Plan and developing infrastructure that supports youth-centric activities across our city.	Planner Provider Leader	NSW State Government Business and Industry Youth Council
	3.4.2 Engaged with our young people to understand their aspirations and how we can keep them in Albury and attract more young people to our region.	Provider Leader Collaborator	NSW State Government Business and Industry
3.5 A Albury is a safe, inclusive and accessible region for our entire community.	3.5.1 Partner with local community service providers to identify and address social issues.	Planner Leader Collaborator Advocator	Australian Federal Government NSW State Government City of Wodonga Access Committee NSW Police
	3.5.2 Our buildings and spaces are designed to be inclusive and accessible to all community members.	Planner Leader Collaborator Advocator	Australian Federal Government NSW State Government City of Wodonga Access Committee NSW Police
	3.5.3 AlburyCity will create safe spaces and places by using the latest technology and approaches available.	Planner Leader Collaborator Advocator	Australian Federal Government NSW State Government City of Wodonga Access Committee NSW Police

A Caring Community

Where do we want to be? (outcomes)	How will we get there? (strategies)	Council's role	Who are our partners?
3.6. Albury is a vibrant region that values the enrichment offered by arts and cultural activities and provides for diverse lifestyles and experiences.	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.	Provider Collaborator Leader Planner	NSW State Government City of Wodonga Event Organisers Murray Arts Murray Conservatorium Hot House Theatre Flying Fruit Fly Circus MAMA
	3.6.2 Albury will value and support our creative industry and cultural economy	Advocator Planner	NSW State Government City of Wodonga Event Organisers Murray Arts Murray Conservatorium Hot House Theatre Flying Fruit Fly Circus MAMA
	3.6.3 Albury will provide a diverse range of experiences – including entertainment, art and cultural experiences, sport and community driven events.	Provider Collaborator Leader Planner	Australian Federal Government NSW State Government City of Wodonga Event Organisers Murray Region Tourism Visit Victoria Destination NSW Murray Arts Murray Conservatorium Hot House Theatre Flying Fruit Fly Circus MAMA

Supporting State and Regional plans

NSW Premier Priorities

National Agreement on Closing the Gap

Multicultural NSW Strategic Plan 2021-2025

NSW Regional Youth Framework

Smart Places Strategy

Inclusion Strategy 2021-2025

NSW Visitor Economy Strategy 2030

Performance Measures - How will we know we've arrived?

Children services are at median National Quality Framework Standards

Increase children attending preschool relative to the population

Increase sport and recreation participation rates

Attraction of skilled migrant communities to the region

Increase in community satisfaction

Increase in the portion of Aboriginal and Torres Strait Islanders babies with a healthy birthweight to 91 per cent.



A Leading Community



We have leaders who represent the best interests of our community and work to establish strong partnerships with our regional network.

Our community said they value:

Participation in decision-making on issues that impact them

Increased transparency, honesty and fairness among leaders

Improved partnerships between Albury and Wodonga to support our cross-border community

The **promotion** of Albury as a city with vibrancy and to be known as a leading regional city

Increased diversity in leaders for our city

Collaboration between all members of the community and leaders

Facilitation of two-way conversations

Involvement of youth in leadership initiatives and developing their capabilities as future leaders

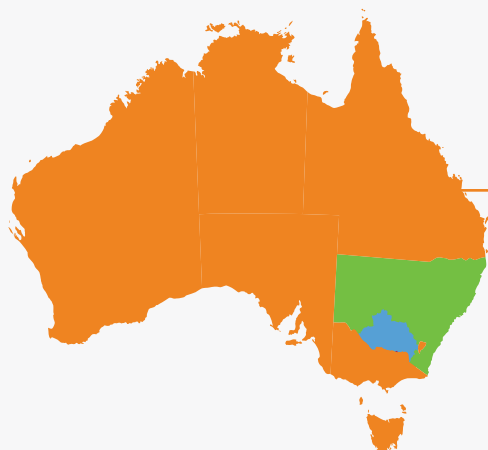
A Leading Community			
Where do we want to be? (outcomes)	How will we get there? (strategic action)	Council's role	Who are our partners?
4.1 Albury has strong partnerships so that the community's aspirations can be delivered through an integrated planning approach.	4.1.1 Build partnerships with local Indigenous leaders to improve outcomes for Indigenous community's.	Collaborator Capacity Builder	Australian Federal Government NSW State Government City of Wodonga
	4.1.2 Encourage regional connections, collaborations and strategic partnerships including actively participating in relevant regional joint organisations.	Advocator Leader	Australian Federal Government NSW State Government Victorian State Government City of Wodonga
4.2 AlburyCity engages with its community by being included in two-way conversations that contribute to local decision-making.	4.2.1 Provide opportunities for all community members to participate in local decision-making through a range of forums with effective data management.	Provider	Local Media City of Wodonga NSW State Government
	4.2.2 Using innovative engagement technologies and tools that involve the community in local matters.	Provider	City of Wodonga NSW State Government Australian Federal Government
4.3 Albury has highlighted its unique position as a leading regional cross-border community.	4.3.1 Collaborate with partners across the entire cross-border region to foster innovation and growth.	Collaborator Planner	Australian Federal Government NSW State Government Victorian State Government City of Wodonga RAMJO
4.4 Albury has strong community leadership from a diverse range of backgrounds, driven by good governance.	4.4.1 Facilitate the growth of future community leaders by providing resources and development opportunities.	Capacity Builder	NSW State Government
	4.4.2 AlburyCity is a business of excellence showcasing good governance, openness and transparency.	Provider	NSW State Government
	4.4.3 Encourage participation in leadership roles and groups by people from a diverse range of backgrounds.	Leader Capacity Builder	NSW State Government

A Leading Community	
Supporting State and Regional plans	Performance Measures - How will we know we've arrived?
NSW Premier Priorities	Maintain collaborative agreements between cross border and regional communities and interest groups
National Agreement on Closing the Gap	Maintain the Albury Wodonga Two Cities One Community Partnership
NSW Regional Youth Framework	Maintain Albury Wodonga Tourism Partnership Agreement between AlburyCity and the City of Wodonga
Smart Places Strategy	Increase the number of senior leadership roles held by women in the public sector
Inclusion Strategy 2021-2025	Increase the number of Aboriginal people in senior leadership roles in the public sector
NSW Visitor Economy Strategy 2030	Ensure representation of people with a disability in the government sector
Riverina -Murray Regional Plan 2036	Maintain Two Cities One Community Partnership
Albury Wodonga Regional Deal	



The Big Picture

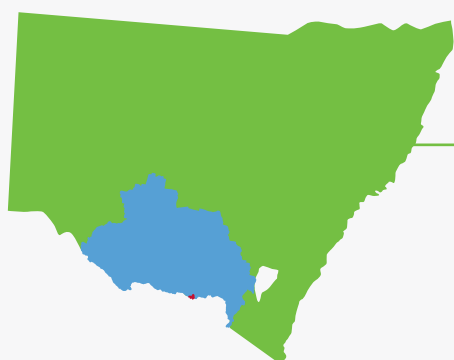
The relationship between Albury 2050 and other plans and strategies.



National Needs

Impact Australians as a nation

Includes: defence, immigration, taxation, communications, trade



State Needs

Impact residents of New South Wales

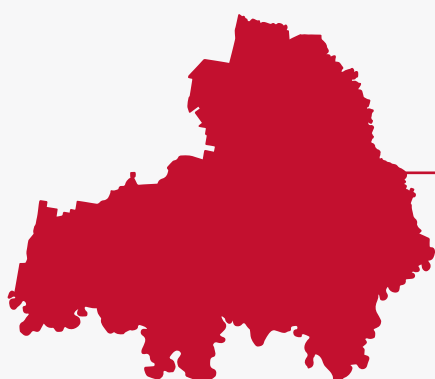
Includes: health, care (aged, child, disability), transport, education, employment, police, development (>\$5m)



Regional Needs

Impact the Riverina region of NSW

Includes: regional planning, health and wellbeing, water catchment management



Local Needs

Impact the Albury LGA

Includes: local roads, parks, waterways, waste, libraries, events, community wellbeing and facilities, development (<\$5m)

Thank you

Albury City Council prepared this plan on behalf of the Albury community and would like to thank:

Members of the community who participated in community engagement processes and provided valuable input during the development of this plan.

Councillors, Council employees, and members of the community who participated in the many engagement opportunities including forums, street meetings and surveys.

Councillors for their ongoing commitment to supporting the preparation of the Plan to achieve the long-term vision for Albury.

Albury 2050

Community Strategic Plan
2022 - 2050

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