

Operational Plan 2022-2023

DRAFT



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driven by good governance.

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 – McGuiness

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 an reconciliation. The mountains not only depict the mountains surrounding the Albury area, it also is a representation of our local Elders, who push us all together as a united community. In the centre of this artwork you will see a gathering of community members. The Kangaroo tacks represent the notion of only successfully moving forward in life as one whole community (Kangarroo's cannot jump backwards).

Introduction



Message from the Mayor and CEO

It is our pleasure to share with the community our Operational Plan 2022-2023.

We're excited to be experiencing a period of growth in our city. As a council, we're committed to supporting the community through this period of growth in a sustainable and vibrant way.

It is our goal to be an inclusive community with equal access to quality services and opportunities and to continue to celebrate our differences. The more we develop strong partnerships, the better we will be able to meet the challenges and take advantage of the opportunities. As a community, we will be able to represent its needs and interests.

During the consultation process for our Community Strategic Plan - Albury 2050, the community identified their main priorities and aspirations for the future. By committing to a series of strategic actions and deliverables, we are laying out how our community's vision will be met.

When you have a look at our Operational Plan, you'll see what's happening in 2022-23, including ongoing Council services, long term planning for sustainable growth, community development and exciting infrastructure projects. Importantly, you'll see how the work we have planned links back to what you told us you wanted for Albury's future in Albury 2050. "A nationally significant regional city that is vibrant, diverse, innovative and connected, and inspired by its culture, environment and location on the Murray River."

Preparation of our Operational Plan is a collaborative process with the hopes and aspirations of the community a key driver in determining our shared priorities – so, thanks to our community and Council team for helping shape this this plan. We are eager to put it into action.

Kylie King

AlburyCity Mayor

Frank Zaknich Chief Executive Officer

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



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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:



- 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?

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.

Operational Plan

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

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.



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.

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.

Measuring Progress

The IP&R framework requires Councils to measure and report on progress using a set of determined measures.

Reporting Progress

Delivery Program -6-monthly progress report

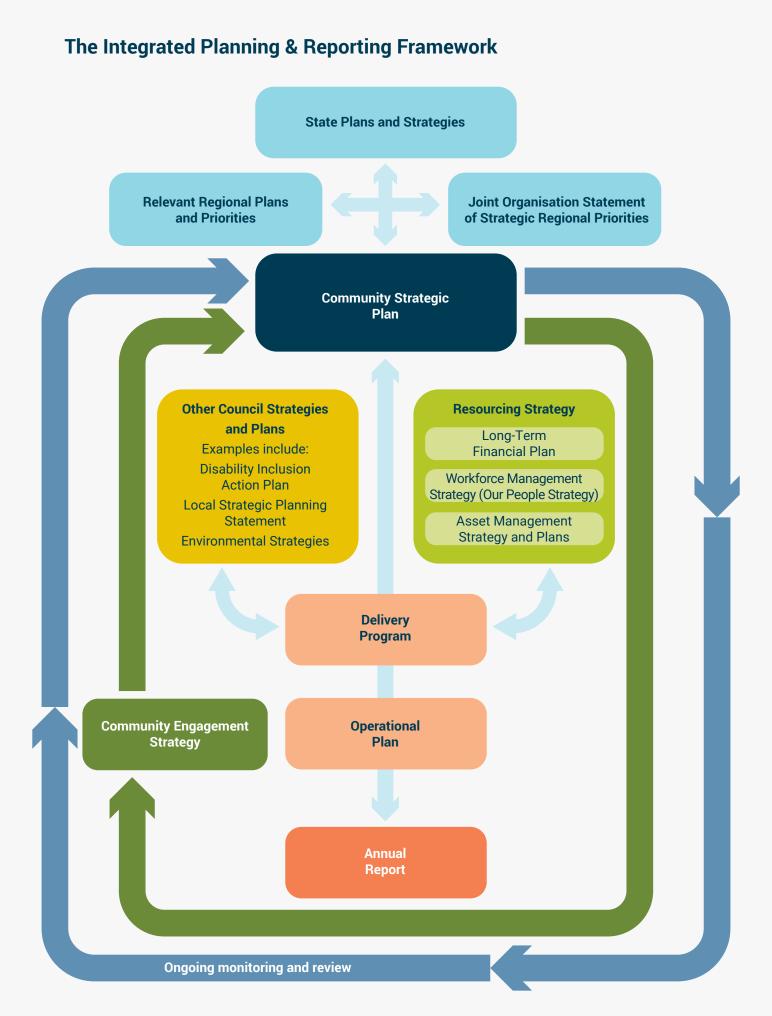
Annual Report

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









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.

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

Projects 2022-23

- Car Park Volt Lane Upper Deck Safety Review
- Sustainability Electric Vehicle Charging Station/s
- Albury Airport Extension of Taxiway C Stage 2 (Turning Node)
- Albury Airport Reshape and Strengthen Taxiway Bravo
- Strategic Land Acquisition / Disposal Industrial/ Commercial
- Albury Airport Car Park System Upgrade
- Australia Park Car Park and Linking Footbridge
- Road Thurgoona Link Roads
- Road Road and Drain Rehabilitation
- Road Mudge Street (Centaur to Tip Road)
- Road Keene Street (Borella to North)
- Road Garden Street (Dean to Paine)
- Footpath/Bike path Construction Program
- Footpath/Bike path Albury CBD Bike Loop
- Footpath/Bike path Asset Renewal Program
- Footpath/Bike path Cycleways and Active Transport Program

- Footpath/Bike path Accessibility Improvements to Meet Disability Discrimination Act (DDA) Requirements
- Country Passenger Transport Infrastructure Grants Scheme (CPTIGS)
- Albury Development Control Plan 2010 Off Street Car Parking Review
- Albury Wodonga Integrated Transport Strategy
 Development
- Placemaking Initiatives

- Continue to progress the upgrade of the Davey Road Interchange and encourage utilisation of the Ettamogah Rail Hub
- Implement Car Parking Strategy initiatives
- Review and implement the Pedestrian Access and Mobility Plan projects
- Review and implement Albury Bicycle Plan priorities
- Review and development of the Engineering Design Guidelines
- Development of an Electric Vehicle Strategy

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.

Projects 2022-23

- Albury Airport Relocate Airport BOM Weather
 Station
- Albury Aviation and Marketing Strategy Renewal

Ongoing Projects and Programs

- Development of a Fleet Management Strategy/Plan
- Implement the Economic Development Marketing
 Strategy
- Implement the University of NSW Rural Clinical School Medical Scholarship program
- Review and implement the Economic Development Strategy

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.

Projects 2022-23

- Building Admin Building Main Switchboard Replacement
- Building Administration Building Address Water Infiltration Issues in Basement
- Building Canteen Upgrade Program
- Building Administration Building Upgrade to central handrail
- Building Lavington Depot upgrade to staff amenities
- Building Emergency Management Centre Stage Two (SVR)
- Building Administration Building Upgrade Program
- Building Ross Circuit Pre-School Roof Replacement and Improved Site Drainage
- Building All Buildings Asbestos, Fire & Other Audits
- Albury Airport Northern Apron Resurfacing
 (Construction)

- Visitor Services & Engagement Review -Implementation and activation
- Ernest Grant Park Play Space
- Fredericks Park Master Plan Detailed Design and Stage 1 Construction
- Murray Park Play Space Construction
- World War II Memorial Bowl Upgrade (Construction)
- Glenmorus Development Section 15
- Public Wi-Fi Phase 2
- Kemp Street Pump Station electrical equipment upgrade
- Retail Action Plan Implementation
- Thurgoona Wirlinga Precinct Structure Plan Review

Ongoing Projects and Programs

• Implement the Economic Development Incentive Program

1.4 Albury will offer diverse and innovative tourism experiences to attract new and repeat visitation.

Projects 2022-23

- Building Albury Entertainment Centre Upgrading of Sound and Lighting Equipment throughout the Venue
- Albury Wodonga Destination Management Plan
 2024 2028
- AlburyCity Museum and Social History Acquisition
 Fund

- Implement the Albury Wodonga Destination Management Plan
- Implement the AlburyCity Events Strategy
- Prepare annual Visitor Economy Trend analysis

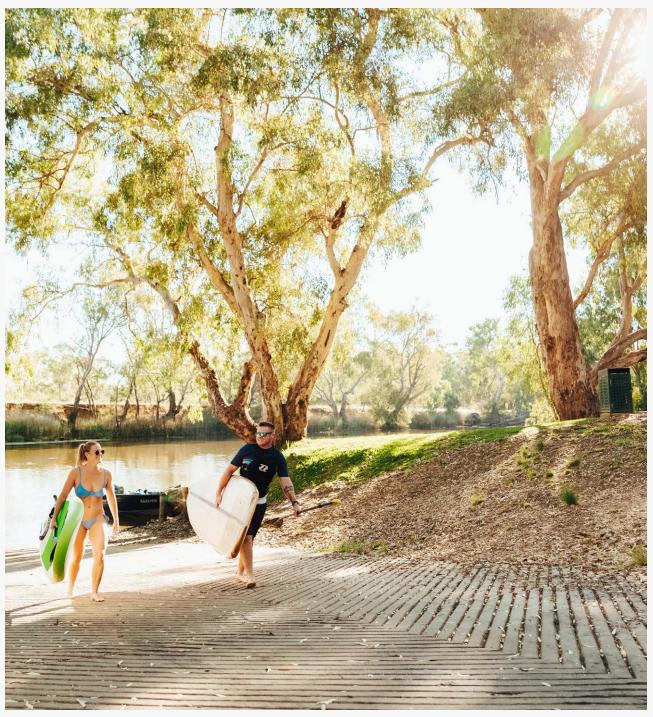


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1.5 Albury has a secure, accessible and well managed water supply.

Projects 2022-23

- Nexus Stormwater Basin and Drainage Line
- Hawkscote Raw Water Pumping Station electrical equipment upgrade
- Water Filtration plant process and instrument air redundancy upgrade
- Water Infrastructure for Thurgoona Wirlinga Growth Precinct
- Waterview electrical switchboards protective buildings
- Water Supply Projects Equipment replacement
- Waterview Stage Two Wastewater Treatment
 Plant
- Waterview Dissolved Oxygen analyser upgrade
- Waterview chlorine dosing upgrade
- Water Filtration Plant System monitoring and redundancy expansion
- Annual Sewer Rehabilitation Program
- Refurbishment Water Filtration Plant Fluoridation
 units
- Water Pump Station (WPS) 11 East Albury -Replacement of pumps and electric motors
- Sewage Pump Station (SPS) Number 37 Jelbart Road - Upgrade
- Kremur Street Wastewater Treatment Plant (WWTP)
 Aeration investigation and upgrade
- Upgrade to Raw Water Pumping Station (WPS) 1 Intake Works Staging and Intake Structures
- Thurgoona North Sewerage Infrastructure Kerr Rd Connection
- Gravity Main Jelbart Road to the eastern end of Corry's Road
- Seal Existing Gravity Main from Sewer Pump Station (SPS) 37 (Jelbart Road) to the Eastern End of Corry's Road

- Sewer Pump Station 59 (Lindisfarne) Upgrade pumping capacity
- Server and Storage infrastructure end of life renewal
- Thurgoona East Gravity Main From Sewer Pump Station 59 (Lindisfarne) to the Western Boundary of Kerr Road
- Thurgoona gravity main linking Sewer Pump Station
 59 (Lindisfarne) with Hawkscote Estate
- Water Supply Energy Efficiency Strategy
 Implementation
- Water trunk main from Albury Water Filtration Plant to Riverina Highway/Kerr Road intersection
- Water infrastructure Supervisory Control and Data Acquisition (SCADA) System - Telemetry and instrumentation upgrade
- Water Filtration Plant A and B Upgrade electrical control systems
- North Hamilton Valley sewerage extension
- Sewer Projects Equipment replacements
- Albury Water Reticulation Annual Meter Replacement Program
- Annual Water Main Replacement/Renewal Program
- Main Sewage Pump Station and new rising main (Wodonga Place Depot)
- Water and Wastewater modelling software.
- Water Mains Cleaning Program
- Integrated Water Cycle Management Plan (IWCM) and Strategic Business Plan - Water and Sewer Fund
- Onsite Sewer Management Framework and Implementation

- Implement the Thurgoona/Wirlinga Drainage Strategy
- Water Filtration Plant Masterplan

An Enhanced Natural Environment



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

2.1 Albury is a zero emission and climate resilient city

Projects 2022-23

- Flood prevention measures
- Flood South Albury Levee Australia Park
- Fleet Replacement Program
- Fleet Purchases Minor Plant
- Community Awareness Program
- Certificate Register
- Stormwater Design Review of Glenroy Area

- Albury Wodonga Regional Natural Environment Strategy Action Plan
- Ongoing implementation of the Halve Waste Education Program
- Implementing AlburyCity's Climate Change Adaptation Strategy
- Implement Albury Fire Management Plan actions
- Environment and Sustainability Community Awareness Program

2.2 Albury is a leader in resource management and circular economy

Projects 2022-23

- Building Wagirra Depot Amenities Upgrade
- Energy Efficiency Projects Investigation and Implementation
- Energy Savings Solar Shade on Multi-Storey Car Parks
- Drainage Reconstruction Lavington Drain East Branch (McMaster to Webb St)
- Drainage Dean Street/Macauley Street/David
 Street
- Drainage Retarding Basin Upgrade Design (Rear 24 Lexington Place)
- Drainage Upgrade Design and Investigation Lavington Drain East Branch (Mungabareena Drain to Borella Rd)

- Drainage Reconstruction Holmwood Cross Drain (Elm St to Albury TAFE)
- Albury Waste Management Centre Concrete Crushing Unit
- Albury Waste Management Centre Material Recovery Facility Skips and Bins
- Albury Waste Management Centre Small Cell
 Tower
- Albury Waste Management Centre Material Recovery Facility for Construction and Demolition Material
- Sustainability Community Energy Fund

- Implement the Environmental Approvals Procedure
- Thurgoona Wirlinga Drainage Strategy



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2.3 Albury is a recognised leader in the protection and management of our natural assets

Projects 2022-23

- Nail Can Hill Walking/Cycle Track Rationalisation
 and Upgrade
- Murray River Experience Albury Riverside Precinct Construction (Regional Growth Environment Tourism Fund)
- Wagirra Trail Ongoing Construction and Design
- Mountain Bike Audit and Strategy Implementation
- Strategic Land Acquisition Open Space areas -Thurgoona Wirlinga Structure Plan
- Nail Can Hill Master Plan
- Bungambrawatha Creek Naturalisation Feasibility Assessment
- Albury Animal Care Centre
- · Wonga Wetlands machinery shed fit out.
- Murray River Experience Wonga Wetlands Visitor Education and Experience Centre.
- Wonga Wetlands carpark refurbishment and landscaping

- Biodiversity Certification Biodiversity Offsets Scheme surveys
- AlburyCity Land Management Assistance Program
- Extant vegetation mapping update
- Sustainability Roadside Vegetation Management Plan
- Albury Environmental Lands Strategies, Management and Use
- Albury Wodonga Sustainable Living Festival -Annual Contribution

Ongoing Projects and Programs

- Undertake annual Tree Management Program
- Cat Management Policy and Procedure
- Keeping of Birds Policy
- Implementation of the Companion Animals Management Strategy
- Implement Albury Revegetation Plan
- Provide ongoing funding for the Environmental Land Maintenance fund to protect bushland areas connection between corridors

2.4 Albury embraces the cultural heritage of Aboriginal and Torres Strait Islander people

Projects 2022-23

- Mungabareena Aboriginal Place Management Plan Implementation
- Reconciliation Action Plan implementation

- Yindyamarra Trail and Wagirra initiative
- Engage with key stakeholder Aboriginal and Torres Strait Islander organisations and groups operating across the region



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.



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.

Projects 2022-23

• Implementation of the Reconciliation Action Plan

- Conduct community development programs for Aboriginal People
- Ensure Aboriginal Culture is valued, collected, interpreted and promoted in all that we do
- Review and develop the Aboriginal Employment Strategy
- Ongoing review and implementation of our Aboriginal and Torres Strait Islander Protocols
- Work with Aboriginal community and other agencies to improve outcomes for Aboriginal people

3.2 Albury's growing population is supported through a diverse range of leading-edge education, health and employment opportunities.

Ongoing Projects and Programs

- Continue service delivery for the Banjora Children's Centre
- Continue service delivery for AlburyCity Family Day
 Care
- Continue to offer the Out of School Hours program
- Undertake additional education programs across
 AlburyCity Children's Services
- Support other agencies in providing local career/ vocational days/expos

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

Projects 2022-23

- Heritage Review
- Develop Multicultural Plan
- Develop and implement a Cultural Plan

Ongoing Projects and Programs

- Plan and implement community development programs for people from diverse cultures
- Participate in multicultural networks and events across the community
- Support MAMA operations and programming

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.

Projects 2022-23

- Building Bunton Park Refurbishment Works
- Building St Patricks School Out of School Hours (OOSH) Relocation of Facilities
- Les O'Brien Athletics Precinct (LOAP) Complex Upgrades
- Implement the Youth Services Strategy
- Companion Animal School Education Program

- Undertake the bi-annual youth forum with young people and youth service providers to identify local issues impacting on young people
- Continue to provide mentoring and leadership opportunities for the AlburyCity Youth Council and youth management committees



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

Projects 2022-23

- Building Public Toilet Strategy Priorities
- Building Westside Community Centre land acquisition
- Review and procurement of Library Management
 System
- Innovative Parking and Compliance Solution Trial Sensor Extension
- Building Refurbishment IT Elements
- Enhancements to customer service management systems
- Develop and implement the Inland Water Safety Strategy
- Implementation of the Inland Water Safety Strategy
- Keep Track of Your Best Mate Project
- Accessibility Improvements to meet Disability Discrimination Act (DDA) Requirements
- Review and implement the Disability Inclusion Action Plan

- Implement Graffiti Management Plan actions
- Develop the bi-annual CCTV report
- Implement Pilot CCTV Program
- Implement AlburyCity Crime Prevention Plan
- Convene and contribute to the Albury Crime Prevention Committee
- Contribute to the Local Government NSW
 Community Safety and Crime Prevention Network
- Review and implement Road Safety Strategy
- Carry out the CCTV maintenance and repair program
- Swimming Pool Safety Policy Review
- Contaminated Land Management Policy Review
- Implementation of Underground Petroleum Storage System Strategy and inspection program

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

Projects 2022-23

- · Building Major roof works to MAMA
- Building Library Museum Modifications to Exhibition Room Doors
- Building Melrose Park Sports Pavilion -Construction
- Building Greenfield Park Amenities Building Design and Construction
- Building Alexandra Park Murrayfield Amenities Building (Design Phase)
- Building Billson Park Amenities Building Upgrade (Design Phase)
- · Building MAMA External Facade Painting
- Lauren Jackson Sports Centre Major Upgrade (Stage 1)
- Albury Entertainment Centre Theatre Follow Spot Light Replacement
- Alexandra Park Master Plan Sports Field (Ian Barker) Reconstruction
- Sarvaas Park Building Upgrade (Design and Construction)
- Cultural Precinct Master Plan QEII Square
 Improvements
- Riverside Precinct Public Art Work
- Library Book Stock Acquisition Fund 2022-26
- Murray Art Museum Albury Collection Storage and Preservation plan development
- AlburyCity Visual Art Acquisition Fund
- Pumphouse Remediation
- Pumphouse Creative Enterprise
- Crossing Place Exhibition Refresh
- Visit Albury Wodonga Destination Marketing
 Activation Program
- Albury Wodonga Four Seasons Promotional Campaign
- Community Tourism Awareness Campaign
- Health Precinct Masterplan

- Implement the Creative Economy Strategy
- Promotion of MAMA through local and national sponsor networks
- Continue to present annual Write Around the Murray Festival
- LibraryMuseum Exhibition Program
- Implementation of the AlburyCity Events Strategy
- Conduct Library Museum learning and outreach
 programs
- Deliver MAMA education programs
- Community Centres updates
- Gateway Urban and Public Art Commissions
- Pumphouse Creative Enterprise, Maker Space and Residency Program
- Conduct Library Museum learning and outreach
 programs
- Implement the Library Museum exhibition programs
- Implement the MAMA digital strategy
- Present collaborative programs that connect AlburyCity with local cultural organisations
- Implement Mural and Street Art Strategy
- Summer Place Annual Commission
- Maintenance & Cleaning of public art installations
- Mural and Street Art Strategy Implementation
- Implement Placemaking initiatives





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

Projects 2022-23

Sensor Network Growth

- Continue ongoing representation on regional forums and to the Cross Border Commissioner
- Participation in Regional Cities NSW, Riverina and Murray Joint Organisation and Regional Capitals Australia
- Collaboration with regional education institutions

4.2 AlburyCity engages with its community by being included in twoway conversations that contribute to local decision-making.

Projects 2022-23

- Public Exhibition of policy changes
- Community and Public Forums
- Development of the Communications Strategy 2022-2024
- Develop and implement Engagement Strategy

Ongoing Projects and Programs

- Review Communications Policy and Procedures
- Monitor and improve AlburyCity community engagement projects
- Major Projects update Websites
- New Invest AlburyWodonga Website
- New Nexus Website

4.3 Albury has highlighted its unique position as a leading regional cross-border community

Projects 2022-23

• Two Cities One Community - Communications Platforms

- Review and update the Two Cites One Community Strategic Plan
- Implement the Two Cities One Community Action Plan



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

Projects 2022-23

- Rating Structure Review
- Open Data Project Additional Data Sets
- Improve Network Reliability Power Works
- Core Network Switch Replacement
- Implementation of a Security Assurance Service
- Human Resource Information System
- Procurement, Contract Management and Payables Software Review
- Financial Management Software fees & charges and payroll budget
- Cybersecurity Roadmap implementation
- Office 365 Data Protection
- Office 365 Data Governance Identity Automation / Records Management
- Office 365 User Adoption Digital Literacy Software
- Office 365 Activity Log Management
- IT Platform to Integrate Business Systems
- Microsoft Teams Governance
- Undertake a Staff Climate Survey
- Service Excellence Design Review program

- AlburyCity Our Future Strategy 2031
- Implement elements of the Albury 2050 Community Strategic Plan
- Implement Workforce Management Strategy (Our People Strategy)
- AlburyCity Leadership Development Program
- Grow Our Own Program
- Develop and deliver the AlburyCity Corporate Training Plan
- Customer Service Training all of organisation
- Review and implement the Data Storage and Management Strategy
- Review and implementation of Emergency Plan for 553 Kiewa Street
- · Live Well Work Well Program
- Provision of WHS information and training
- Governance Review
- Business Systems IT Roadmap implementation
- Develop a Diversity Strategy for AlburyCity
- Review of Remuneration and Salary Structure
- Review and update the Corporate Risk Plan



Operational Plan 2022-2023

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