

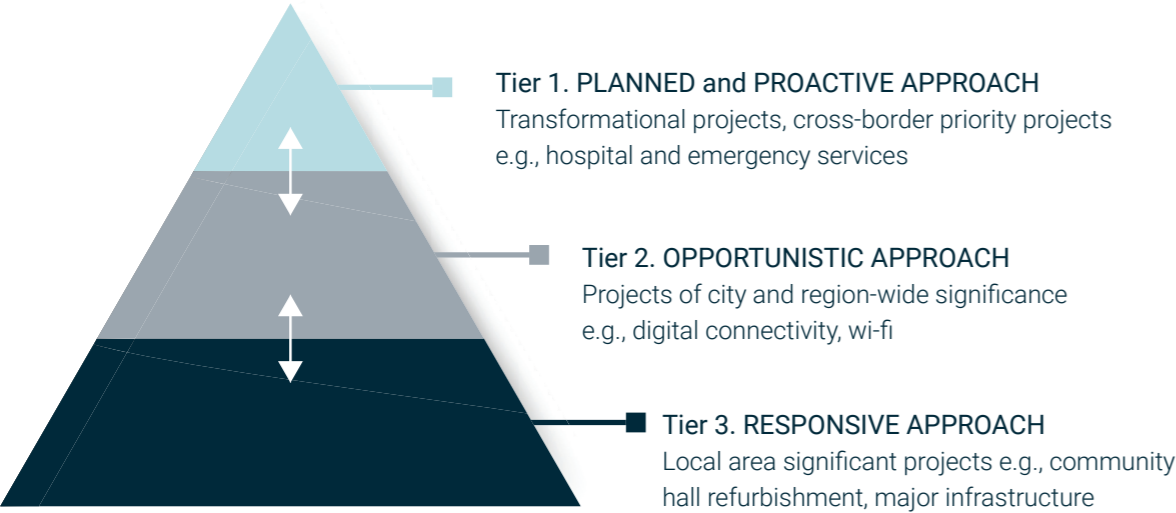
# Advocacy Strategy

2022 - 2025



AlburyCity

# Our Advocacy Focus



The identification and location of advocacy initiatives may move between the three tiers and will be influenced by changes in the political environment, a shift in community needs and/or major events including natural disasters or pandemics.

HEALTH AND MENTAL HEALTH SERVICES	
1	Health and mental health services
2	Health precinct planning
3	Supporting health infrastructure & services

HOUSING – PUBLIC, SOCIAL, CRISIS AND AFFORDABILITY	
1	Improving access to housing
3	Crisis housing

CLIMATE EMERGENCY/CLIMATE ACTION	
1	Albury Waste Recovery Centre
3	Achieving net zero
3	Government policy/legislation

TWO CITIES ONE COMMUNITY	
1	Albury Wodonga Regional Deal
3	Major infrastructure projects
2	Major events

CITY FUTURE & LIVEABILITY	
1	Raise profile of Albury
2	Public education facilities – Thurgoona/Wirilinga
2	Justice and government services precinct
1	Wirilinga defence landholdings
2	Utilisation of State Government owned land
2	Four-year Delivery Program
1	Utility services

SUPPORTING BUSINESS AND INDUSTRY	
1	Skills and labour shortages
3	Thurgoona Wirilinga Structure Plan

FINANCIAL SUSTAINABILITY	
1	Government policy and legislation
2	Investing locally

INTEGRATED TRANSPORT	
1	Public transport
1	High speed rail
2	Riverina Highway Corridor Strategy
2	Hume Freeway presentation

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

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# From Our Mayor and Councillors

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One of our key roles is to listen to and represent the needs and desires of our community, and advocate on your behalf for the things that make Albury such a special place to live, work, play, visit, and invest.

You’ve told us in Toward Albury 2050 that you have a clear vision for the future, and that we will only achieve this vision by working together, leading change, building strong partnerships, and engaging with a broad range of stakeholders.

This Advocacy Strategy outlines how we will listen to, represent, promote and advance your interests by, focussing our efforts on the things that are important to you.

The Two Cities One Community collaboration is already delivering great outcomes for our region. This Advocacy Strategy builds on this work and also highlights other areas we will focus on to advance our border community, including our city’s future and liveability, the housing crisis and affordability, health and mental health services, actions to address our changing climate, supporting business and industry, our financial sustainability, and integrated transport.

By advocating on your behalf we look forward to delivering great outcomes as we strive Towards Albury 2050.

# What is Advocacy?

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**Advocacy is a process to listen to, represent, promote, and advance the interests of the community and key stakeholders to influence public policy and the allocation of resources towards a more liveable local community.**

AlburyCity will advocate to achieve our community’s vision 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’. We will continue to nurture and grow our community by advocating to government to receive support on priority projects and community needs.

Advocacy on behalf of our community plays a key role in the achievement of ambitions and aspirations identified in Albury 2050. It provides a framework for how, when and why we should advocate to provide clarity on our focus to ensure it delivers the desired outcome.

# The Purpose of this Strategy

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**We believe the best advocacy initiatives result from partnerships, are supported by evidence, and strengthened through engagement and consultation. We will Identify priority areas of focus - matters that require action to influence and gain commitment and support from others.**

Our advocacy will:

- Support achievement of Towards Albury 2050 community aspirations
- Build on links within our community and our strong relationships with key stakeholders and other levels of government
- Represent community needs, opportunities and concerns to key service providers and decision makers
- Increase investment from State and Federal government for the benefit of Albury and the region
- Leverage our resources, minimize risks and maximise opportunities for our community

# The Albury Context.

## Who are we?

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**We are a modern, vibrant city on the northern banks of the Murray River in the Murray Riverina region of south-eastern New South Wales. Located around 300 kilometres north-east of Melbourne and 570 kilometres south-west of Sydney, Albury covers 306 square kilometres and in 2021 had a population of 56,093.**

Our economy is diverse and resilient. It is the major manufacturing, retail, health, commercial, administrative, and cultural centre for the region. The most recent figures available show the Gross Regional Product (GRP) is valued at just over \$4.0 billion. There continues to be a high level of business confidence with major construction projects underway and many in the planning process. There are approximately 4,706 businesses in Albury and 26,988 people in employment. Albury's working age population (15-64 years) accounts for 61.5% of the population and the most populated age bracket is 25-34 years.

The Albury region has a unique multicultural heritage. Traditionally the home of the Wiradjuri people who in 2021 accounted for 3.8% of Albury's population, the region became home to German, Dutch, Italian, Greek and Polish migrant communities after World War II. More recently, Vietnamese, Philippine, Laotian, Albanian, Bhutanese and Bosnian residents have contributed to the city's vital, cosmopolitan feel.

## About Our Council

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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, Tabletop, Thurgoona, West Albury & 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. We have nine councillors including the Mayor.

# Our Advocacy Principles

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1. We will represent our community and seek broad community support
2. We will keep our community informed
3. We will have clarity of purpose through identifying clear community needs
4. We will be flexible and adapt to a changing landscape
5. We will use evidence to support our advocacy arguments
6. We will create and foster relationships and partnerships



# Strategic Alignment and Regional Forums

Advocacy is more effective when it demonstrates a unified voice through partnerships. Our advocacy effort is focused on engaging with other levels of government and key organisations in our community to gain support for Council and community priorities.

Our Advocacy Strategy is aligned with Towards Albury 2050 and the Two Cities One Community Strategic Plan and Partnership Agreement. Through this alignment, we have a high level of awareness of Albury Wodonga priorities.

## Two Cities One Community

Albury Wodonga is the 20th largest city in Australia and one of the nation’s largest single regional inland communities.

As a major regional centre, Albury Wodonga has immediate capacity for growth, where congestion is not a factor, commute times are short, productivity is high, and the lifestyle offer is outstanding. Albury Wodonga offers a real alternative to the major capital cities and can be positioned to advocate and leverage off the opportunities this brings, as well as continuing to improve the lifestyles of our existing community.

Albury Wodonga as a combined region has the potential to identify a point of difference in its future plans and profile. We have the opportunity to play a role in the international arena – and take with it accessible options to our community for growth, investment and visitation.

The Two Cities One Community partnership will allow us to consider how programs being delivered in the two cities can be pooled and consolidated to enable greater community impact. The combined knowledge of our community and business aspirations ensures a strong combined advocacy opportunity. This collaborative approach will ensure the two councils are well positioned to take advantage of future government funding opportunities to improve infrastructure and growth.



## Regional Forums

AlburyCity also advocates through representation on a number of regional forums:

- Charles Sturt University Murray Hume regional Consultative Committee
- Clubs NSW
- Country Mayors Association
- Essential Energy Street Lighting Consultative Committee
- Hume Zone Bush Fire Management Committee
- Hume Zone Liaison Committee
- Local Emergency Management Committees
- Murray Arts Board
- Murray Darling Association Incorporated
- Murray Darling Basin Authority Advisory Group on Hume to Yarrowonga Management
- Murray Region Tourism
- Parklands Albury Wodonga
- Public Library NSW Association (Southwest Zone)
- Regional Cities NSW
- Regional Capitals Australia
- Riverina and Murray Joint Organisation
- Riverina Regional Cities Group
- Southern Border Recovery Committee
- Southern Regional Planning Panel Representation

Local Government New South Wales (LGNSW) is the voice of local government in NSW, representing councils and related entities as the peak body for the sector.

Current advocacy priorities for LGNSW include:

1. Enable financial sustainability
2. Protect and invest in local, social and community infrastructure
3. Support local government in community and economic recovery
4. Improve resilience to natural disasters
5. Address the housing availability and affordability crisis
6. Improve rural and regional health services
7. Address skills and labour shortages
8. Invest in better waste, recycling and circular economy solutions.

Where our advocacy focus aligns with the priorities of LGNSW we will leverage their efforts i.e., share copies of submissions and outcomes, provide case study examples etc.

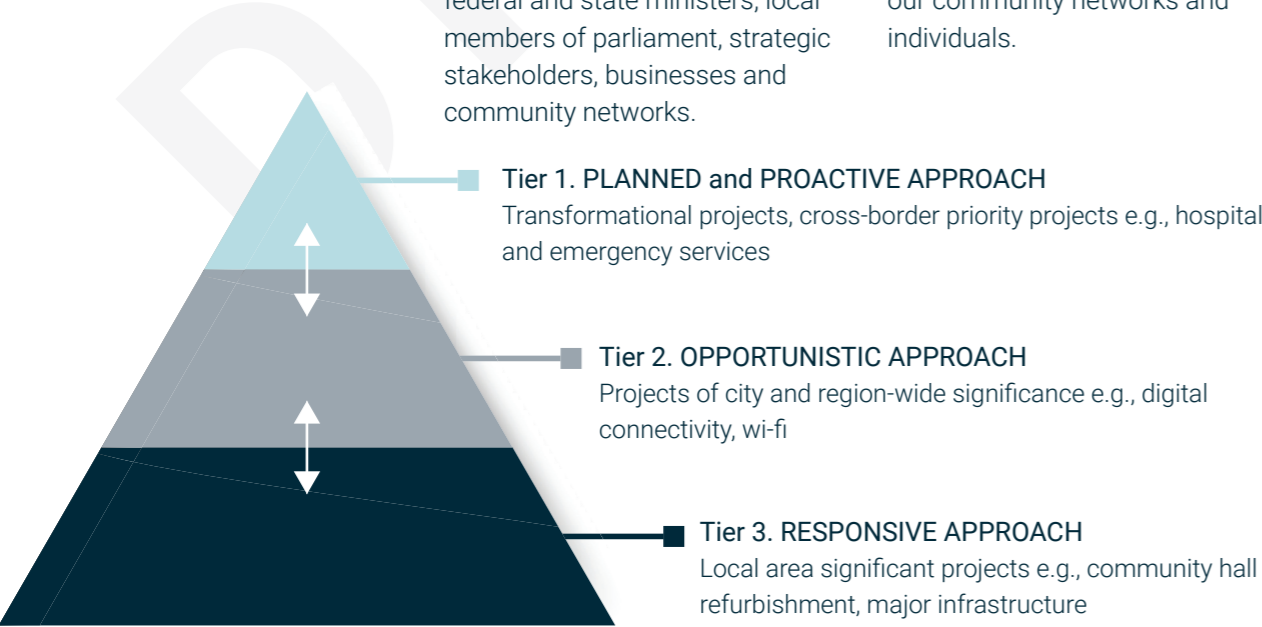
# The Advocacy Model – A Tiered Approach

The advocacy model for the approach used by AlburyCity will assist with the prioritisation of projects and guide the level of formal advocacy undertaken.

**Tier 1 projects** will have the highest level of focus by AlburyCity and are driven through a proactive and planned approach. The types of projects in a Tier 1 category can bring cross-border and regional benefits and are a major community issue of strategic significance. The projects may include transport, job creation, connectivity, health and environmental sustainability. We will make them the focus of our discussions with federal and state ministers and local members of parliament on both sides of the border.

**Tier 2 projects** are considered as opportunities are presented and may be more ad hoc in nature. The resources and focus from AlburyCity are not as high as the Tier 1 projects but do have the potential to bring multiple benefits to residents of Albury. Other stakeholders may also be required to assist in advocating for the project. These projects will enhance lifestyle, liveability, and may boost visitation and business. They are underpinned by an adopted position of Council. We will draw attention to these initiatives in our discussions with federal and state ministers, local members of parliament, strategic stakeholders, businesses and community networks.

**Tier 3 projects** are large in number and may be advocated by many stakeholders. The projects will have individual and local resident impact. These may be service or community infrastructure that improve access to services or placemaking projects that improve community social and physical connections. Where appropriate and relevant they will be raised with federal and state ministers, local members of parliament, strategic stakeholders and businesses, government departments, organisations, our community networks and individuals.



The identification and location of advocacy initiatives may move between the three tiers and will be influenced by changes in the political environment, a shift in community needs and/or major events including natural disasters or pandemics.

# How will we advocate?

- Identifying community needs through community engagement
- Proactive, positive and meaningful discussions with state and federal government elected and department representatives and other key stakeholders
- Developing partnerships with key stakeholders, peak bodies, local and regional organisations
- Undertaking public campaigns and producing collateral to raise awareness of the issues in the community and encouraging their involvement in advocacy efforts
- Adopting Council Policy
- Making submissions to government and parliamentary inquiries to advance the priorities of the Advocacy Strategy
- Identifying and applying for grants to secure funding
- Work together with our government neighbours where interests align



# Our Advocacy Focus

In developing our Advocacy Focus, workshops were held with AlburyCity Councillors and Senior Leaders. Focus areas were drawn from the feedback received during the workshops held on 24 March and 9 May 2022 respectively.

HEALTH AND MENTAL HEALTH SERVICES		
Towards Albury 2050 – Outcome 3.2 Albury is a welcoming, caring and healthy community with an emphasis on physical, mental and spiritual wellbeing.		
Tier	Topic	What we will do:
1	<b>Health and mental health services</b>  Albury Wodonga provides health services for a growing region. Our existing hospital systems and physical infrastructure is at capacity and there is currently no plan or commitment for future investment.  Cross-border health and social services constraints must be resolved to support retention and attraction of people and industry to the region.  The regions mental health, alcohol and other drugs (MHA&OD) services have major gaps and a fragmented, disparate provider network leading to poorer outcomes.  The cross-border child and family services systems has procedural and legislative barriers that cannot be overcome despite the efforts of providers.  Our community needs and deserves an integrated health system that supports the region by delivering the right cross-border services, as close to home as possible, now and in the future.	 Call on all State and, where appropriate, Australian Governments to:  - Determine the most effective infrastructure and systems required and to commit to delivery improved health services to the Albury Wodonga Region  - Provide capital funding for a leading regional hospital model  - Lift the effectiveness of health and social services to enable hundreds of millions of dollars of annual existing investment to deliver more services, more efficiently
	<b>Health precinct planning</b>  Effective planning of Health Precincts (public & private) is critical to their integration with surrounding residential/commercial areas and to ensure connectivity to active/public transport and open spaces.	 - Collaboration and/or investment from NSW Department of Planning, NSW Land and Housing Corporation and Albury Wodonga Health to progress Health Precinct Planning in East Albury, focusing on the geographical area surrounding Albury Campus  - Engagement with private sector health precinct developers progressing plans in other areas of the city

HEALTH AND MENTAL HEALTH SERVICES		
Towards Albury 2050 – Outcome 3.2 Albury is a welcoming, caring and healthy community with an emphasis on physical, mental and spiritual wellbeing.		
Tier	Topic	What we will do:
3	<b>Supporting health infrastructure &amp; services</b>  A wide range of private and not for profit providers deliver services across the city that complement and support community health and wellbeing.  From time to time they may seek support from Government for infrastructure or program funding to enhance services to that improve health outcomes for our community.	 Provide general advocacy support to individual proposals by health and health related services providers seeking government funding

HOUSING – PUBLIC, SOCIAL, CRISIS AND AFFORDABILITY		
Towards Albury 2050 – Outcome 3.5 Albury is a safe, inclusive and accessible region for our entire community.		
Tier	Topic	What we will do:
1	<b>Improving access to housing</b>  Research by AlburyCity, NSW Land and Housing Corporation and other key stakeholders shows there are shortages in public, social and affordable housing.	 - Collaboration and investment to implement recommendations of the Albury Local Housing Strategy  - NSW Government and Land and Housing Corporation (LAHC) to deliver on commitments to invest in public housing creation and renewal in Albury, including engagement with the local community throughout the process  - Encourage local developers to explore and activate affordable housing developments
	<b>Crisis housing</b>  A range of not-for-profit organisations operate crisis housing services across the City providing critical services to vulnerable members of our community.	 - Provide advocacy support to local providers seeking State or Federal Government funding to establish additional crisis housing in Albury or its surrounds

CLIMATE EMERGENCY/CLIMATE ACTION		
Towards Albury 2050 – Outcome 2.1 Albury is a zero emission and climate resilient city.		
Tier	Topic	What we will do:
1	<b>Albury Waste Recovery Centre</b>  The Albury Waste Management Centre services more than six Local Government Areas in the Albury Wodonga Region. A centre for innovation in resource recovery, the facility requires continued investment to eliminate waste to landfill and achieve our goal of Net Zero emissions (incl. Albury LGA waste) by 2040.	<ul style="list-style-type: none"><li>- 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</li><li>- Attract capital funding to support the progressive development of the facility as identified in the Four-year Delivery Program</li></ul>
2	<b>Achieving net zero</b>  AlburyCity has a range of projects incorporated in the Four-year Delivery Program that will assist our organisation in achieving our net zero targets. There are opportunities to fast-track or expand some projects, and those being proposed by others in the community, with government funding and/or other incentives.	<ul style="list-style-type: none"><li>- In collaboration with our industry partners, continue to promote the need for grant funding and/or programs that support our community to achieve its net zero targets</li></ul>
3	<b>Government policy/legislation</b>  Changes to government policy or legislation often have flow on impacts that are not adequately considered in the regional context or could impact on community aspirations identified in Toward Albury 2050 in regards to the environment.	<ul style="list-style-type: none"><li>- Monitor proposed changes in government policy and legislation and prepare and lodge formal submissions in the event proposals will have a significant negative impact</li><li>- Advocate for change where existing policies are limiting progress on local priorities</li></ul>

TWO CITIES ONE COMMUNITY		
Towards Albury 2050 – Outcome 4.3 Albury is nationally recognised as a vibrant, innovative, collaborative cross border community.		
Tier	Topic	What we will do:
1	<b>Albury Wodonga Regional Deal</b>  The Albury Wodonga Regional Deal Statement of Intent was executed by Albury and Wodonga Councils, and the NSW, Victorian and Australian Government in July 2020.  Since that time significant community and stakeholder engagement was undertaken to identify priority areas of focus, which were subsequently endorsed in-principle by the Joint Ministerial Committee.  The Australian Government has announced \$80M in funding to support a range of priority projects, complemented by contribution announcements by the Albury and Wodonga Councils.  NSW has also announced funding for a range of priority projects identified during the development of the Deal.  While drafted, the Agreement is yet to be finalised and signed by all parties.	<ul style="list-style-type: none"><li>- Execution of the Albury Wodonga Regional Deal Agreement by all parties</li><li>- Ensure implementation of priority projects</li><li>- Collaborate and ensure completion of remaining business cases</li><li>- Ongoing demonstrated commitment to Agreement intent</li></ul>
3	<b>Major infrastructure projects</b>  Our 2C1C Partnership and associated strategies, identifies a range of priority infrastructure projects and/or commits us to supporting each other as we create facilities and infrastructure to meet community needs.	<ul style="list-style-type: none"><li>- Offer our support to Wodonga Council grant funding applications that deliver on the 2C1C strategic plans objectives</li></ul>
2	<b>Major events</b>  Our combined Albury Wodonga infrastructure and service offering, together with the expertise of our respective teams and supporting local service providers, ensures we are well placed to attract major events.	<ul style="list-style-type: none"><li>- In collaboration with industry and key stakeholders, we will actively bid for major events that drive growth in the visitor economy and provide experiences for our local community, and continue to raise awareness of our offering within government</li></ul>

CITY FUTURE & LIVEABILITY		
Towards Albury 2050 – 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.		
Tier	Topic	What we will do:
1	<b>Raise profile of Albury</b>  As a nationally significant regional city, Albury Wodonga is the 20th largest in the country. Albury's population is the 10th fastest growing of all NSW Local Government Areas and is forecast to be 15th largest outside of Sydney by 2041.  Our political and market profile is imperative to the continued growth and development of the city, and the businesses and industries that call it home.	<ul style="list-style-type: none"><li>- NSW Government investment attraction programs feature Albury and it is promoted as a investment destination of choice in regional NSW</li><li>- NSW and Australian Government engagement on policy and strategy that impacts on the growth, development and liveability of significant regional cities</li><li>- Monitor NSW Government population forecasting for Albury LGA to ensure it reflects actual growth and evidence-based development forecasts</li></ul>
2	<b>Public education facilities – Thurgoona/Wirlinga</b>  The primary school in Thurgoona is at capacity and there are currently no structured plans for a future public education facility in Thurgoona.  While the private sector is continuing to expand its facilities in the growth corridor, not all families have an appetite or the ability to fund a private education for their children. With a project population of more than 50,000 by 2036, there is strong and existing demand for both primary and secondary public schools in Thurgoona.  The NSW State Budget 2022 includes \$1.7M in funding to progress planning for the establishment of an additional primary school in Thurgoona.	<ul style="list-style-type: none"><li>- NSW Department of Education to activate plans for new primary and secondary schools in Thurgoona</li><li>- Finalise the Thurgoona Education Precinct Masterplan to ensure consideration of opportunities for utilisation of Charles Sturt University and NSW TAFE landholdings</li></ul>



CITY FUTURE & LIVEABILITY		
Towards Albury 2050 – 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.		
Tier	Topic	What we will do:
2	<b>Justice and government services precinct</b>  In 2021 Council endorsed the Cultural Precinct Masterplan. The master planning process identified the opportunity to repurpose some existing State Government owned assets within the precinct to better activate QEII and its surrounds.  We understand that some government assets are not fit for purpose long term.  AlburyCity has acquired part of a large vacant land parcel in Young St, a former railway corridor, and is collaborating with the NSW Government to enable its potential release to market for private sector development.  Prior to release of the land, there is an opportunity to consider development of a greenfield Justice and Government Services precinct on the site to enable release of other assets that will become redundant in the future.	<ul style="list-style-type: none"><li>- Raise awareness within NSW Government of the opportunity</li><li>- Seek funding to undertake a feasibility study on the concept in collaboration with the NSW Government</li></ul>
1	<b>Wirlinga defence landholdings</b>  Defence landholdings in Wirlinga are geographically located in the middle of the Thurgoona Wirlinga Growth Corridor, accordingly the use is no longer consistent with surrounding and future land use. The Defence land is restricting effective and orderly planning and development of a suburb of more than 50,000 future residents.	<ul style="list-style-type: none"><li>- Australian Government investment in a feasibility study of the remediation and value capture opportunities for the Wirlinga site</li><li>- NSW Government support for the project and collaboration in undertaking future land use planning for the area</li></ul>
2	<b>Utilisation of State Government owned land</b>  Crown Lands and other State Authorities have significant landholdings across the city.  Some sites are well suited and appropriately zoned for development, either by the Crown or by others.  These sites can make a much greater contribution to the social and economic development of the city.	<ul style="list-style-type: none"><li>- The NSW Government partners with AlburyCity to identify and prioritise key sites and ensures Crown Lands is adequately resourced to progress the opportunities</li></ul>

CITY FUTURE & LIVEABILITY		
Towards Albury 2050 – 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.		
Tier	Topic	What we will do:
2	<b>Four-year Delivery Program</b>  AlburyCity's Four-year Delivery Program contains a wide range of infrastructure and facility projects related to either redevelopment, creation or renewal.  In order to continue to meet the needs of a growing community, we require partnerships to ensure key projects are progressed.	<ul style="list-style-type: none"><li>- Develop an annual “Economic Stimulus Projects/Partnership Investment Opportunities” publication to support our advocacy efforts</li><li>- Ensure awareness within NSW Government of these opportunities to guide formation of future grant programs and/or other mechanisms to support initiatives</li><li>- Monitor government grant programs and target those aligned with projects identified in adopted plans</li></ul>
1	<b>Utility services</b>  City growth and expansion is dependent on timely and adequate access to utility services such as gas, electricity and telecommunications.  While AlburyCity has control of water and sewer services, other services are delivered by a range of providers.  We consistently seek to maintain awareness and understanding of the utility issues facing developers, business and industry that may or have the potential to constrain future growth and expansion.	<ul style="list-style-type: none"><li>- Adequate long term planning and infrastructure, including timely augmentation and expansion, to meet the needs of our growing city</li><li>- Ongoing engagement with Essential Energy regarding network augmentation to service Nexus and the Thurgoona growth corridor</li></ul>



SUPPORTING BUSINESS AND INDUSTRY		
Towards Albury 2050 – Outcome 1.4 Albury has a national reputation as a place to do business, supported by a resilient, future-focussed and sustainable economy driving employment and supporting growth across all sectors.		
Tier	Topic	What we will do:
1	<b>Skills and labour shortages</b>  Like many regional and metropolitan cities around the nation, Albury is challenged by skills and labour shortages across a range of sectors.  The NSW 2022 State Budget includes \$9M for a Regional Concierge Service to attract key workers to the regions, focusing on factors outside work that influence a person's decision to live and work in regional areas.	<ul style="list-style-type: none"><li>- NSW Government to develop and/or support programs and initiatives build skills and provider greater access to labour</li><li>- Leverage our existing programs against those of others to maximise return on investment</li><li>- Collaborate with other regional/state key stakeholders to identify and implement solutions and/or leverage government funded programs</li></ul>
2	<b>Thurgoona Wirlinga Structure Plan</b>  The structure plan is developed in consultation with the community and sets a future vision for the growth corridor and land use development. A review of the plan will commence in the next 12 months, guided by further input from the community and specialist knowledge and expertise.	<ul style="list-style-type: none"><li>- Assistance to implement the opportunities identified in the existing and updated structure plan</li><li>- Collaboration and support from NSW Department of Planning to fast-track planning proposals for rezoning or other amendments to the Local Environment Plan where required</li></ul>



FINANCIAL SUSTAINABILITY		
Towards Albury 2050		
Outcome 4.3 Albury is nationally recognised as a vibrant, innovative, collaborative cross border community		
Outcome 4.4 Albury continues to have strong community leadership from a diverse range of backgrounds, driven by good governance.		
Tier	Topic	What we will do:
1	<b>Government policy and legislation</b>  AlburyCity's long term financial sustainability is significantly dependent on government policy providing adequate provision of grant funding and capacity to raise revenue through ordinary rates and other statutory fees and charges.  As a regional centre, many of the services and facilities funded and provided by AlburyCity are utilised and relied upon by residents from surrounding regions who have no ability to access them in their own community.  Policy and legislative change is constant and often results in flow on effects that require significant council resources to implement and/or require ongoing action in order to ensure compliance.	<ul style="list-style-type: none"><li>- NSW Government distribution of Financial Assistance Grants is fair and reasonable and reflects the needs of a growing regional city</li><li>- IPART determination of annual rate peg is fair, reasonable and reflects market conditions and the economic environment and challenges being faced by local government</li><li>- State and Australian Governments continue to provide access to programs that are adequately funded to support the redevelopment and creation of facilities that meet community needs</li><li>- Eliminate the practice of cost-shifting to local government by terminating service provision where strong community demand exists, and/or transferring service delivery responsibilities to local councils with no sustainable financial support</li><li>- All levels of government to engage in active conversations with national, state and regional local government industry bodies or groups to understand impacts of legislative change and genuinely consider issues raised</li></ul>
2	<b>Investing locally</b>  Local financial institutions play an important role in providing services to the regional community and economy, offering an alternative to larger institutions.	<ul style="list-style-type: none"><li>- Advocate to the NSW Government to amend NSW Treasury Corporation (TCorp) investment policy requirements to allow AlburyCity to increase the percentage of investments that can be made with our local banks to support reinvestment into our local economy</li></ul>

INTEGRATED TRANSPORT		
Towards Albury 2050 – Outcome 1.2 Albury has an accessible, integrated transport network that connects our city through safe and efficient travel options.		
Tier	Topic	What we will do:
1	<b>Public transport</b>  Public transport is the responsibility of the NSW Government.  We have consistently heard from our community that public transport does not meet current needs and expectations.  AlburyCity has been engaging in a Transport NSW review of existing public transport services. Transport NSW are also engaging with the Victorian Governments Department of Transport with a view to achieving a seamless cross border service.	<ul style="list-style-type: none"><li>- Continue to participate in the public transport review to seek to ensure positive outcomes and alignment with the Albury Wodonga Integrated Transport Strategy (once finalised)</li><li>- NSW Government to implement review recommendations</li></ul>
1	<b>High speed rail</b>  AlburyCity in collaboration with Wodonga Council and our other regional Council partners, has been a strong advocate for improvement in rail services, with a focus on the Albury-Melbourne service given community feedback.  This work included a feasibility study demonstrating unmet regional demand and opportunities to grow usage if services and user experience was improved. This culminated in \$235M in upgrades to the main line by ARTC and provision of VLocity trains by the Victorian Government.  The former Federal Government established the National Rail Agency in July 2019 to work closely with state and territory governments on opportunities to develop rail infrastructure between major cities and key regional centres in order to advance social, economic and population outcomes. The Albanese Government has proposed to establish a High-Speed Rail Authority as a statutory agency to progress development of a fast rail Sydney-Newcastle line as a priority, however indications are they will also continue to advance other sections including Sydney, Melbourne and Canberra.	<ul style="list-style-type: none"><li>- Continue to monitor changes in policy, approach and priority areas of focus in relation to high speed rail and activate advocacy as required</li><li>- Continue to challenge the Victorian Government proposal to not provide a platform at the Sunshine Super Station that can be accessed by North-East line services.</li></ul>

INTEGRATED TRANSPORT		
Towards Albury 2050 – Outcome 1.2 Albury has an accessible, integrated transport network that connects our city through safe and efficient travel options.		
Tier	Topic	What we will do:
2	<p><b>Riverina Highway Corridor Strategy</b></p> <p>In collaboration with Transport NSW, AlburyCity commissioned a Riverina Highway Corridor Strategy.</p> <p>The Strategy was developed in consultation with the community and provides a range of recommendations and priorities to ensure this significant transport corridor is progressively developed to ensure safety, capacity and amenity for users, businesses and service providers and residents.</p>	<ul style="list-style-type: none"><li>- Ensure recommendations are considered by the NSW Government in its future planning and budget process</li><li>- Advocate for investment in priority elements/projects.</li></ul>
2	<p><b>Hume Freeway presentation</b></p> <p>The Hume Freeway is the major transport corridor traversing across our two cities. The visual amenity and presentation of the corridor in some sections is not considered adequate in projecting a positive image of our growing cities.</p>	<ul style="list-style-type: none"><li>- Continue our engagement with Transport NSW regarding maintenance of the Freeway to a higher standard</li><li>- Explore opportunities for future enhancement through partnerships with Government and other key stakeholders</li></ul>



# Measuring our performance

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It is difficult to measure advocacy success without waiting until the endgame. Considering our actions collectively and through ongoing collaboration, our actions may result longer term outcomes including strengthened partnerships, improved policies, or legislative change. It is important to measure, but the measure of this success may take years to emerge. That is;

- did we achieve what we set out to achieve?
- did we influence change?
- did we secure funding?
- did we deliver the project?

The success of our advocacy can be dependent upon unpredictable external events, plans may have to be adjusted often to account for circumstances beyond our control. We will proactively plan and check in on our advocacy progress along the way and continuously improve. Throughout our longer-term advocacy, we will consider emerging opportunities, threats, and identify promising approaches. Do we need to course-correct? Importantly, we will set milestones and celebrate small wins. By being flexible, we can adjust our approach based on contextual changes, the actions of others, and our incremental successes.

## Communicating outcomes

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We will regularly communicate the outcomes of our advocacy efforts to our community and other stakeholders.

Our AlburyCity Advocacy Page hosts our Advocacy Focus and provides ongoing updates of our progress and outcomes.





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