

Public Exhibition

AlburyCity

Four Year Delivery Program

2023-2027

Presented to Council 24 April 2023

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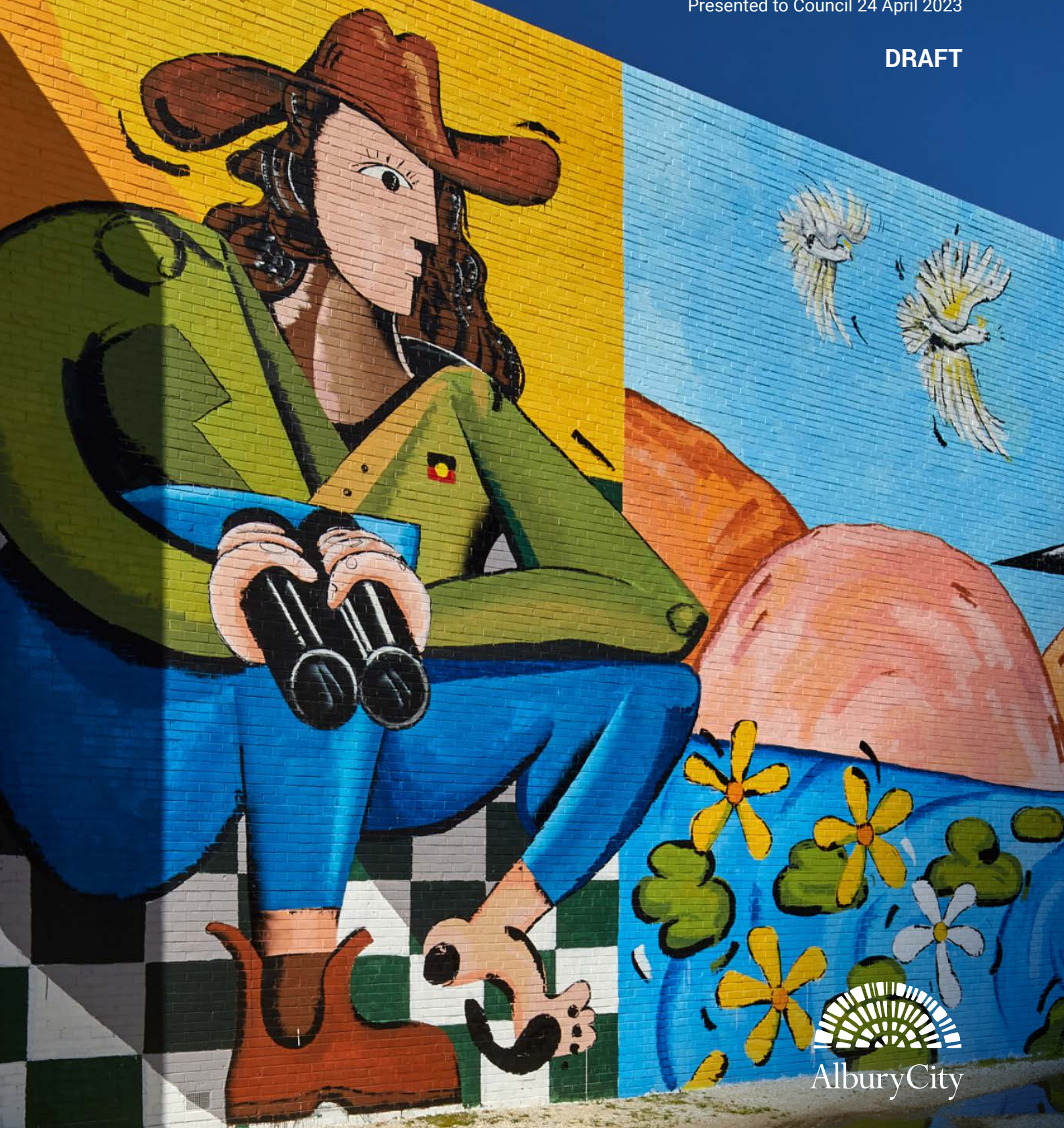


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Acknowledgement of Country

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 the 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 meaning 'Elder leading'. This artwork is named this because in order to move forward as 'one' whole community, we must seek the knowledge and guidance from our Elders to lead us all in the same direction of togetherness, unity and reconciliation. The mountains not only depict the mountains surrounding the Albury area, but they also are a representation of our local Elders, who push us all together as a united community. In the centre of this artwork, you will see a gathering of community members. The kangaroo tracks represent the notion of only successfully moving forward in life as one whole community (kangaroos cannot jump backwards).

Introduction

Message from the Mayor and CEO

Thank you to our community, Councillors and AlburyCity team for your contributions to developing the Four Year Delivery Program, which we are looking forward to putting into action.

The Delivery Program is Council's commitment to our community on what will be delivered during its term in office, to achieve the objectives in the *Towards Albury 2050* Community Strategic Plan.

It identifies a series of strategic actions and deliverables that we have committed to implementing over the next four years, supporting the outcomes that have been identified by our community.

Albury is in an exciting period of growth, which presents many opportunities for our city and region to continue to be a place where everyone can find their future and assists us in bringing to life our vision for AlburyCity to be vibrant, rewarding and community focused.

Growth brings with it numerous challenges, as we balance the day-to-day delivery of services that our community relies on, with providing the infrastructure that ensures that our city remains a leading regional capital and a great place to live, work, invest and visit.

We are committed to ensuring we deliver for our community in an environmentally and financially sustainable way. We will do this by working in close partnership with our community to deliver on your vision 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'***.



Through the Four Year Delivery Program we look forward to delivering on this vision and facilitating great outcomes on behalf of our diverse community.

Kylie King
AlburyCity Mayor

Frank Zaknich
Chief Executive Officer

Integrated Planning and Reporting

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

The aim of the framework is to ensure that Councils:

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

Key Components of Integrated Planning and Reporting

Community Strategic Plan (CSP)

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



Resourcing Strategy

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



Delivery Program

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



State of our City Report

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



Operational Plan

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



Measuring Progress

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



Annual Report

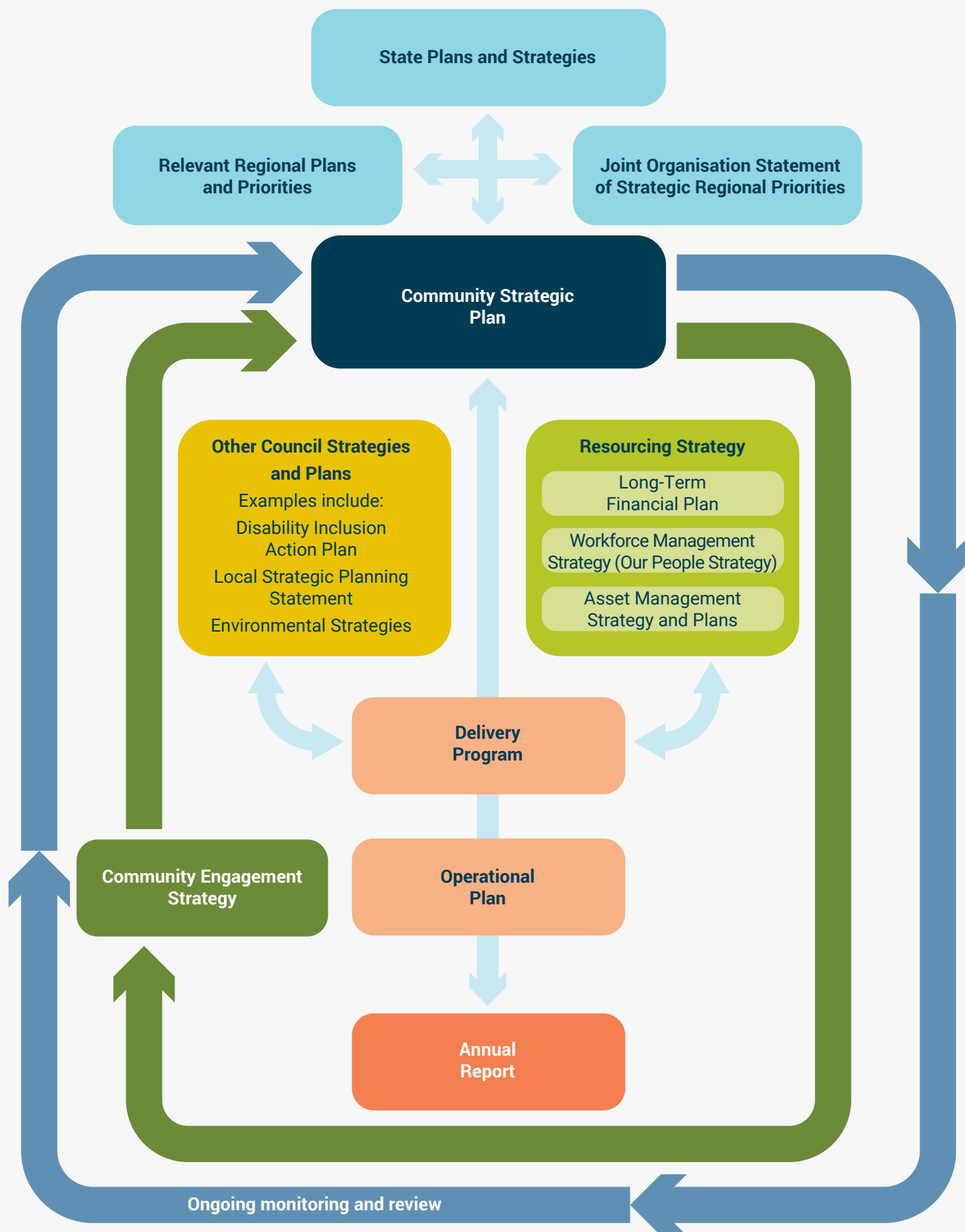
It reports back to the community on the work undertaken by council each year to deliver on the commitments of the Delivery Program and Operational Plan.



Reporting Progress

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







A Growing Sustainable Economy



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

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

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



A Growing Sustainable Economy

Albury 2050 Strategic Action	AlburyCity Principal Activities (4 Year Delivery)	Responsibility
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Outcome 1.2 Albury has an accessible, integrated transport network that connects our city through safe and efficient travel options.

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

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

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

Albury 2050 Strategic Action	AlburyCity Principal Activities (4 Year Delivery)	Responsibility
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Outcome 1.4 Albury has a national reputation as a place to do business, supported by a resilient, future-focused and sustainable economy driving employment and supporting growth across all sectors.

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

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

1.5.1 Investigate opportunities for alternate water supply and usage to improve water security.	Utilise water saving devices and practices across our parks, reserves and facilities.	Water and Wastewater
1.5.2 Our water quality is a priority that supports the health and wellbeing of the community.	Our water quality continues to improve, reducing unplanned water supply interruptions.	Water and Wastewater

How will we measure success?

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





An Enhanced Natural Environment



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

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

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



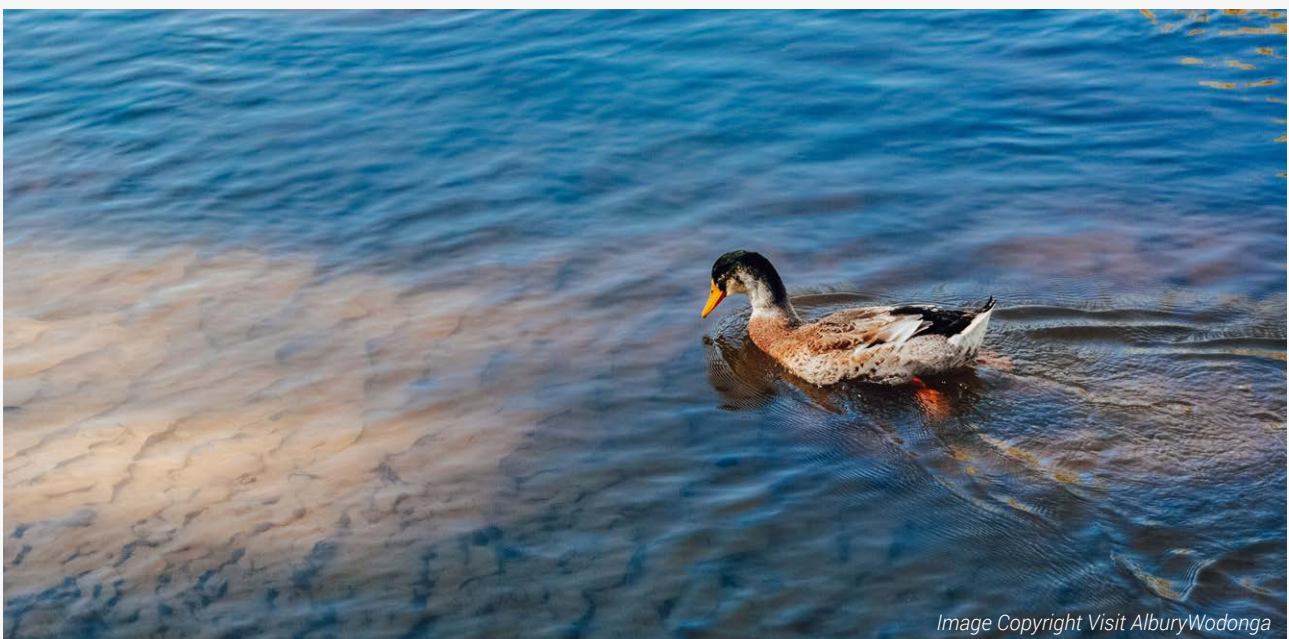
An Enhanced Natural Environment

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

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

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

2.3.1 Advocate and implement energy saving initiatives and renewable energy options for individuals, business and industry.	We will increase the proportion of renewable electricity consumed by AlburyCity through our electricity procurement, while also facilitating community uptake of renewable energy use.	Assets, Sustainability and Environment
2.3.2 Implement with a focus on top hierarchy waste management with a circular economy as the basis for everything we do.	<p>We will expand and support circular economy and resource recovery industry in the Albury Wodonga region.</p> <p>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.</p>	Assets, Sustainability and Environment
2.3.3 Deliver innovative sustainable water management technologies to manage water security.	We will utilise water saving devices and practices across our parks, reserves and facilities, delivering with innovative management practices.	City Planning Water and Wastewater



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

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



How will we measure success?

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





A Caring Community

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



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

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



A Caring Community

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

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

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

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

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

Outcome 3.5 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.	<p>Deliver and partner with cultural heritage groups and other organisations to deliver culturally relevant activities.</p> <p>In collaboration with local services, identify emerging social issues and deliver strategies that address issues and promote equity.</p>	<p>Business and Lifestyle</p> <p>Community and Place</p>
3.5.2 Our buildings and spaces are designed to be inclusive and accessible to all community members.	<p>Deliver new and upgraded council-owned facilities and spaces with a focus on accessibility.</p> <p>Collaboration and investment to implement recommendations of the Albury Local Housing Strategy.</p>	<p>Business and Lifestyle</p> <p>Community and Place</p> <p>Assets, Sustainability and Environment</p> <p>City Landscapes</p>
3.5.3 AlburyCity will create safe spaces and places by using the latest technology and approaches available.	<p>Deliver and partner with the community to shape the direction and management of the social, economic and environmental impacts of graffiti to enhance the amenity of the city.</p> <p>Deliver and partner with community to implement Crime Prevention Through Environmental Design (CPTED) principles to address safety in our city.</p>	<p>Assets, Sustainability and Environment</p> <p>City Development</p> <p>Community and Place</p>

Albury 2050 Strategic Action	AlburyCity Principal Activities (4 Year Delivery)	Responsibility
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Outcome 3.6 Albury is a vibrant region that values the enrichment offered by arts and cultural activities and provides for diverse lifestyles and experiences.

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

How will we measure success?

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



Image Copyright Visit Albury Wodonga



A Leading Community



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

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

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



A Leading Community

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

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

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

4.3.1 Collaborating and networking opportunities are provided for leaders to foster growth and innovation.	AlburyCity strengthens partnerships and joint representation to address regional priorities and cross-border issues with an integrated approach.	Executive
	Opportunities have been leveraged under the Two Cities One Community partnership.	Engagement
	Improve physical and digital access for the community to access a range of services.	

Outcome 4.4 Albury continues to have 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.	We will continue to support the development of community leaders through promotion and coordination of the Leadership and Resilience Scholarship.	Executive
		Community and Place
		People and Culture
4.4.2 Albury does business with excellence, showcasing good governance, openness and transparency.	We will provide strong governance and leadership to keep us future-focused and accountable for our decisions as an organisation of excellence.	Executive Strategy and Performance
4.4.3 Encourage participation in leadership roles and groups by people from a diverse range of backgrounds.	We will create and drive opportunities for community leadership on issues of significance, such as establishing diverse Advisory Committees and working groups to inform Council decision making.	Executive People and Culture

How will we measure success?

- Community Satisfaction Survey - Increase level of satisfaction of communication Council has with the community
- Delivery of the Albury Wodonga Regional Deal Projects
- Develop and implement AlburyCity's Diversity Strategy
- Ensure the Grow Our Own Program equals 10% of our workforce
- Implement AlburyCity's Advocacy Strategy
- Implement AlburyCity's Community and Engagement Strategy
- Implement the Smart Cities and Smart Places Strategy
- Implement the Two Cities One Community partnership
- Maintain collaborative regional agreements with partners



Principal services to implement the Community Strategic Plan

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

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

Place Pillar	Progress Pillar	People Pillar
Community and Place <ul style="list-style-type: none"> • Children Services • Library Museum • Placemaking Activations • Cemeteries and Crematorium • Youth Development • Aboriginal and Torres Strait Islander Community Development • Community Safety • Urban and Public Art 	Business and Lifestyle <ul style="list-style-type: none"> • Airport • Albury Entertainment Centre • Economic Development • Events • Leisure Facilities • Visitor Economy and Experience City Projects <ul style="list-style-type: none"> • Project Delivery • Design Services <ul style="list-style-type: none"> • Traffic and Transport • Fleet and Supplies • City Works (Roads, Footpaths, Bridges and Drains) City Development <ul style="list-style-type: none"> • City Planning • City Development (Town Planning) • Building Surveying • Development Engineering 	Strategy and Performance <ul style="list-style-type: none"> • Financial Management • Procurement Services • Project Management Office • Business Improvement • Corporate Planning • Corporate Risk • Insurance and Liability • Business Continuity
Asset Sustainability and Environment <ul style="list-style-type: none"> • Asset Management • Resource Recovery Management • Property and Building • Environment Management • Emergency Services • Energy and Sustainability 		Engagement <ul style="list-style-type: none"> • Customer Service • Communications • Education and Compliance • Information Management • Regional Partnerships • Innovation • Animal Management • Public Health • Development Compliance
City and Landscapes <ul style="list-style-type: none"> • Parks and Reserves • Trees and Streetscapes • Streets and Drains (Stormwater) • Wagirra Trail • Natural Area (Vegetation Management) • Botanical Gardens • Playgrounds and Skateparks • Recreation Services (Mountain Bike Strategy etc.) 	Water and Wastewater <ul style="list-style-type: none"> • Water Supply • Treatment Services (Sewer) • Network Services • Quality Systems • Wonga Wetlands • Laboratory 	People and Culture <ul style="list-style-type: none"> • Workforce Health and Safety • Workforce Wellbeing • Payroll • Governance • Executive Support • Organisational Development • Talent Acquisition (Recruitment) • Workplace Relations (Industrial Relations)

Service Excellence Program

The Service Excellence Program aims to assist in delivering the AlburyCity Community Strategic Plan – Towards Albury 2050 aspirations. The program will ensure we engage the community and key stakeholders to determine service level expectations and measures to increase customer satisfaction and to support a culture of continuous improvement and drive sustainable performance. Outcomes will be reported in our Annual Report.

These are services that we will review over the 4-year period.

2022-23	2023-24	2024-25	2025-26
<ul style="list-style-type: none"> • Long-term City Planning • Community Engagement • Visitor Information Centre 	<ul style="list-style-type: none"> • Asset Management Planning/Depreciation • Children Services • Flood Preparedness • Events • Economic Development • Information and Technology including online services 	<ul style="list-style-type: none"> • City Development • Building and Property • Youth Engagement • City Works • Streetscapes • Parks and Recreation 	<ul style="list-style-type: none"> • Customer Service • Cultural Activation • Education and Compliance • Environmental Management and Natural Areas • Cemeteries and Crematorium • Financial Management

New Initiative Projects

These strategic actions will be underpinned and supported through the new initiative projects.

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



AlburyCity

Four Year Delivery Program
2023-2027

553 Kiewa Street Albury NSW 2640

PO Box 323, Albury NSW 2640

P: (02) 6023 8111

E: info@alburycity.nsw.gov.au

W: alburycity.nsw.gov.au

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

