ALBURY 2030

Our community strategic plan

2017-2030

AlburyCity

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A message from our Councillors

It is our pleasure to present you with this latest version of Albury 2030.
We look forward to working alongside you to bring it to fruition.

LEFT TO RIGHT: Cr David Thurley, Cr Alice Glachan, Cr Henk van de Ven,
Cr Kevin Mack - Mayor, Cr Graham Docksey OAM, Cr Amanda Cohn - Deputy Mayor, Cr Darren Cameron, Cr John Stuchbery, Cr Murray King

Introduction

The Integrated Planning and Reporting Framework introduced in 2009

In 2005, Council worked with community leaders to create a document that planned for Albury's future. The document, 'Albury 2030', played a significant role in guiding Council's decisions and influencing future projects.

In 2009 under the Local Government Act 1993 Section 402, a new Integrated Planning and Reporting (IP&R) framework for NSW local government was introduced. With the emphasis on 'integrated', this framework ensures that councils prepare a long-term Community Strategic Plan (CSP) with a resourcing strategy, a community engagement strategy, a four-year Delivery Program and a one-year Operational Plan.

All other council plans are required to integrate with the highest level community strategic plan. Different reporting requirements are specified for the different planning documents. In keeping with the IP&R requirement, AlburyCity worked with the Albury community to review the Community Strategic Plan in 2012, and again in 2016.

In the year of an ordinary Council election, the Community Strategic Plan must be reviewed to determine any new directions for the next term of Council. The reviewed plan will be adopted by the incoming Council prior to 30 June 2017.

A key feature of Albury 2030 is that it is not a Council plan. Instead, the content and direction of the plan are determined by the community.

AlburyCity does have direct carriage of some of the projects within Albury 2030, but approximately half of the projects and actions belong to other state agencies and stakeholders.

'The purpose of the Plan is to identify the community's main priorities and aspirations for the future, and plan strategies to achieve them. These strategies will take into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available. While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups may also be engaged in delivering the long term objectives of the Plan'.

(Source: Office of Local Government Planning and Reporting Manual)

THE GUIDING PRINCIPLES OF ALBURY 2030

Albury 2030 has been developed and based on two sets of guiding principles – social justice and sustainability.

The sustainability principle is from the World Commission on Environment and Development (the Brundtland Commission) report 'Our Common Future'.

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

PARTICIPATION: The maximum opportunity to genuinely participate in decisions which affect their lives.

ACCESS: Having fair access to services, resources and opportunities to improve quality of life.

RIGHTS: Equal rights established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life

SUSTAINABILITY: 'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs'

ALBURYCITY'S PLANNING FRAMEWORK

AlburyCity has a statutory responsibility to review the Community Strategic Plan every four years, oversee its implementation and report to the community on progress.

AlburyCity's planning framework ensures that the legislative requirements are met and also allows direct integration between the community aspirations of Albury 2030, and council activities.

The Community Engagement Strategy is developed to plan the engagement with the local community when developing the Community Strategic Plan and other AlburyCity strategies and programs.

The Resourcing Strategy includes the Long Term Financial Plan (10 years), the Asset Management Strategy (10 years) and the Workforce Management Strategy (4 years). The Resourcing Strategy outlines how Council can deliver on the outcomes of the Community Strategic Plan.

The four-year Delivery Program details all actions required by Council to implement the Community Strategic Plan during the four-year period. This is reviewed each year when preparing the next year's Operational Plan.

The one-year Operational Plan identifies specific projects and initiatives that will be funded each year and delivered by council.

AlburyCity sub-strategies are developed to help deliver on the aspirations of the Community Strategic Plan.

REPORTING

A six-monthly progress report to Council and made available on the AlburyCity website.

The Annual Report details the achievements of Council projects in the annual Operational Plan

The End of Term Report identifies the progress towards the vision of the Community Strategic Plan after each four-year Council term.

ALBURYCITY'S RESOURCING STRATEGY

Albury 2030 is a **community plan**, not a Council plan. AlburyCity does not have the responsibility for implementing or resourcing all of the community aspirations identified within Albury 2030. Other local stakeholders and state agencies have a role in delivering the outcomes within Albury 2030.

The development of the AlburyCity Resourcing Strategy provides an opportunity to quantify Council's contributions by planning for the provision of resources required to implement the Albury 2030 outcomes.

The AlburyCity Resourcing Strategy comprises three components:

• Asset Management Strategy

Local councils manage a wide range of assets that enable the provision of infrastructure and services to the community. These assets include roads and trails, water and sewerage infrastructure, bridges, footpaths, public buildings, sporting grounds and facilities, parks and playgrounds.

The Asset Management Strategy considers 'whole of life' asset management from planning, purchase, operation and maintenance to disposal of assets. New requests for infrastructure identified within Albury 2030 must be considered and costed from purchase to disposal. Albury 2030 is integrated with the Asset Management Strategy, enabling Council to show how the assets support the service delivery and infrastructure needs of the Albury community. The Asset Management Strategy forecasts community requirements and the capacity to meet them on a short, medium, and long-term basis.

• Workforce Management Strategy

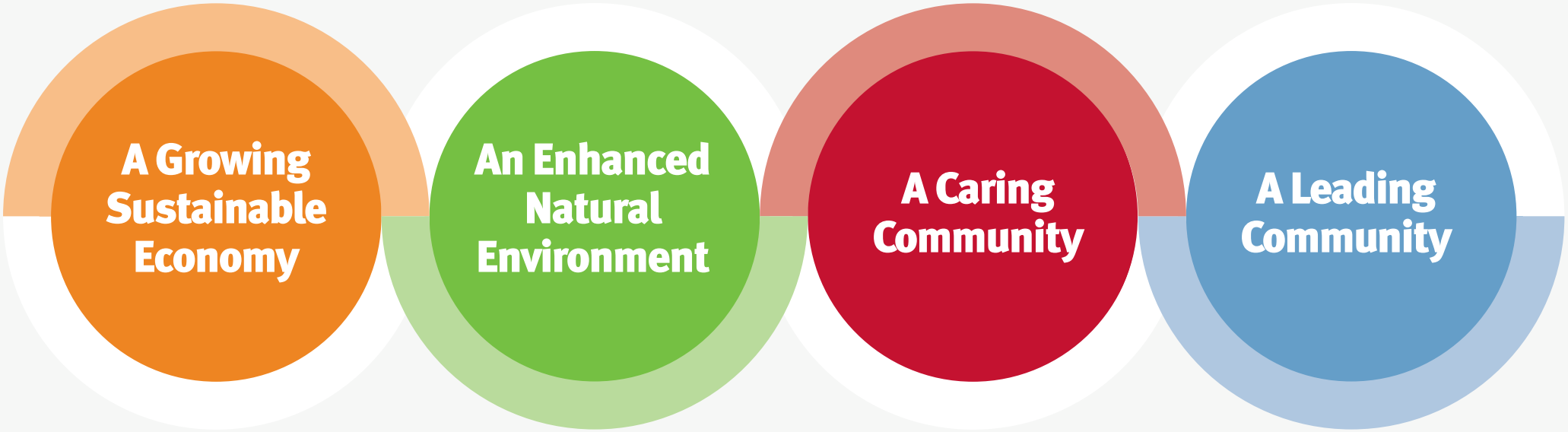
To undertake the strategic actions and work towards the long-term outcomes identified within Albury 2030, Council must plan for its medium- and long-term human resource requirements. The Workforce Management Strategy extends for a minimum of four years and addresses issues such as staff development, skill shortages, an ageing workforce, and succession planning in relation to the achievement of Albury 2030 outcomes.

• Long Term Financial Plan

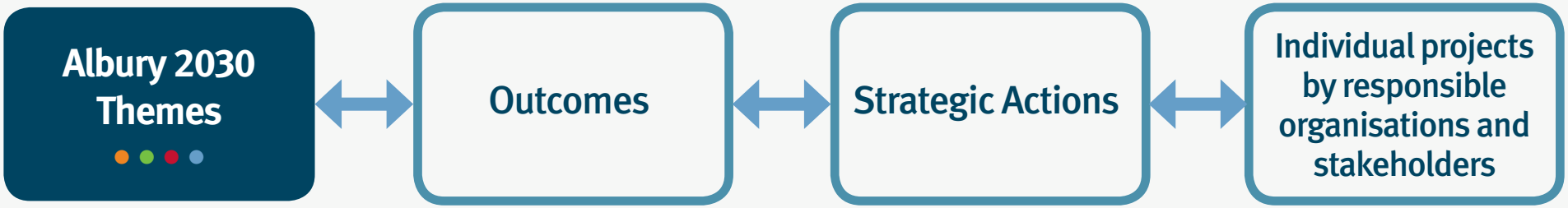
Financial planning in consideration of Albury 2030 is crucial to test community aspirations against financial realities. The AlburyCity Long Term Financial Plan is a 10-year plan intended as a guide for future action. It is integrated with Albury 2030 more specifically through the four-year Delivery Program and the one-year Operational Plan.

ALBURY 2030 STRUCTURE

Albury 2030 is comprised of four themes that represent the quadruple bottom line (QBL) issues of: economy, environment, social and civic leadership. The colors used throughout the document represent each QBL and the links between the themes, outcomes and strategic actions.



The four THEMES of the plan feed down to the OUTCOMES (community goals), which feed down to the STRATEGIC ACTIONS (how our community will work together to achieve the outcomes). It is the specific projects and strategies of the different responsible organisations and stakeholders that will serve to achieve the strategic actions of Albury 2030. Conversely, achieving the strategic actions will in turn work to achieve the outcomes and ultimately the four highest level aspirations under economy, environment, social and civic leadership.



LINKS TO NSW PREMIER PRIORITIES

The development and review of Albury 2030 has given due regard to the Destination 2036 Local Government Plan, the 12 NSW Premier Priorities and other relevant State and regional strategies. The 12 NSW Premier Priorities represent 12 of the 30 key policy priorities being actioned across NSW by the State Government. The work undertaken at a local community level can therefore help achieve these state priorities. Implementing projects and strategies to complete the strategic actions under Albury 2030 will achieve our local community aspirations and also work towards the State priority issues. Links to the 12 NSW Premier Priorities are established in the following table:

NSW Premier Priority	Relevant Albury 2030 Outcome and Strategic Action
Creating jobs	**Outcome 1.5: Promote Albury for industry and business.** 1.5.6 Advocate and explore the provision of incentives to encourage business expansion and job creation 1.5.7 Ensure high quality support infrastructure and services are available to facilitate industry and business growth
Building infrastructure	**Outcome 1.3: Plan and cater for increased population growth.** 1.3.1 Support and encourage a diversity of residential and commercial development in the Albury and Lavington CBDs. 1.3.2 Support and promote sustainable growth through planning and infrastructure to provide employment opportunities, housing choice and community facilities
Reducing domestic violence	**Outcome 3.2: Albury's key community safety indicators continuously improve** 3.2.3 Support children and their families through prevention of, or early intervention into, child abuse and domestic violence. Proactive communication with local, state and federal agencies.
Improving service levels in hospital	**Outcome 3.3: The health and wellbeing of the Albury community improves.** 3.3.1 Ensure the future health of the community is maintained with accessible immunisation programs 3.3.2 Support the improvement of mental health outcomes 3.3.6 Provide programs, services support and facilities for the community to increase positive social outcomes
Tackling childhood obesity	**Outcome 3.3: The health and wellbeing of the Albury community improves.** 3.3.4 Ensure appropriate infrastructure including accessible path/trail networks to encourage active lifestyles 3.3.5 Improve the health and wellbeing of the community through healthy eating and lifestyle wellness programs

NSW Premier Priority	Relevant Albury 2030 Outcome and Strategic Action
Improving education results	**Outcome 3.1: Albury offers access to a diverse range of educational opportunities for all ages.** 3.1.1 Provide a variety of early childhood education and care options – for children from birth to 13yrs 3.1.2 Support and promote educational opportunities – to local residents and outside the area 3.1.4 Provide and support innovative approaches to alternative and non-traditional educational pathways, including less mainstream solutions
Protecting our kids	**Outcome 3.2: Albury's key community safety indicators continue to improve.** 3.2.3 Support children and their families through prevention of, or early intervention into, child abuse and domestic violence. Proactive communication with local, state and federal agencies 3.2.4 Educate community about cyber safety
Reducing youth homelessness	**Outcome 3.3: The health and wellbeing of the Albury community improves.** 3.3.3 Ensure appropriate provision of homelessness services
Driving public sector diversity	**Outcome 4.4: Albury plans and leads with good governance.** 4.4.4 Foster and support local democracy and leadership 4.4.7 Support and encourage an innovative community
Keeping our environment clean	**Outcome 2.1: Albury has improved environmental outcomes.** 2.1.5 Promote sustainable development that compliments and respects the natural environment 2.1.6 Minimise the impact of stormwater on natural systems
Faster housing approvals	**Outcome 1.3: Plan and cater for increased population growth.** 1.3.1 Support and encourage a diversity of residential and commercial development in the Albury and Lavington CBDs
Improving government services	**Outcome 4.4: Albury plans and leads with good governance.** 4.4.6 Apply principles of good governance, openness and transparency

LINKS TO RIVERINA MURRAY REGIONAL PLAN – 2036

The Riverina Murray Regional Plan (RMRP) was developed by the NSW Government through extensive consultation with the community, councils and other stakeholders during 2016. The final plan was released in March 2017.

"The Riverina Murray Regional Plan 2036 establishes a framework to grow the region's cities and local centres, supports the protection of high-value environmental assets and makes developing a strong, diverse and competitive economy central to building prosperity and resilience in the region"

(pg. 4 Riverina Murray Regional Plan 2036)

The RMRP has four Goals:

1. A growing and diverse economy;

2. A healthy environment with pristine waterways;

3. Efficient transport and infrastructure networks; and

4. Strong, connected and healthy communities.

Under the goals of the RMRP there are 28 'Directions'. The following table shows where Albury 2030 aligns with the RMRP Directions. The achievement of the relevant Albury 2030 strategic actions will in turn help deliver on the directions and goals of the Riverina Murray Regional Plan. The engagement undertaken during the review of Albury 2030 identified similar regional priorities including economic development, planning and managing growth, public transport, health, education and liveability.

Riverina Murray Regional Plan	Albury 2030
1. Protect the region's diverse and productive agricultural lands	2.1.5 Promote sustainable development that compliments and respects the natural environment
2. Promote and grow the agribusiness sector	2.2.4 Support and promote regional food production and distribution; and agribusiness
3. Expand advanced and value-added manufacturing	1.5.3 Businesses and industries to participate in best practice sustainable programs 1.5.6 Advocate and explore the provision of incentives to encourage business expansion and job creation 1.5.7 Ensure high quality support infrastructure and services are available to facilitate industry and business growth
4. Promote business activities in industrial and commercial areas	1.5.1 Promote Albury as a major regional economy and the regional city of choice for lifestyle, career and investment opportunities. 1.5.2 Maintain a program to encourage local business to promote Albury through its business networks 1.5.3 Businesses and industries to participate in best practice sustainable programs 1.5.5 Support and promote business and business opportunities across all sectors to continue to foster economic diversity 1.5.6 Advocate and explore the provision of incentives to encourage business expansion and job creation
5. Support the growth of the health and aged care sectors	1.5.4 Ensure access to medical and health services, health training and educational services. Ensure effective precinct planning to promote growth of these services.
6. Promote the expansion of education and training opportunities	3.1.2 Support and promote educational opportunities – to local residents and outside the area. 3.1.4 Provide and support innovative approaches to alternative and non-traditional educational pathways, including less mainstream solutions 3.1.5 Improve access to a reference for vocational / educational choices – to help people
7. Promote tourism opportunities	1.1.1 Promote tourism and enhance the Albury Wodonga region as a destination of choice – through a collaborative approach between all stakeholders and interest groups 1.2.1 Develop and present a range of events to attract and engage our diverse community
8. Enhance the economic self-determination of Aboriginal communities	3.5.3 Consult and engage with the local Aboriginal community on changes that will affect them 3.5.5 Implement priorities from the Aboriginal Community Working Party

Riverina Murray Regional Plan	Albury 2030
9. Support the forestry industry	1.5.3 Businesses and industries to participate in best practice sustainable programs
10. Sustainably manage water resources for economic opportunities	1.4.1 Implement initiatives to reduce potable water consumption - for residents, business and industry 1.4.2 Improve water security by considering, where applicable, alternate water supply opportunities for consumption and community use
11. Promote the diversification of energy supplies through renewable energy generation	2.1.4 Promote business and industry participation in opportunities in clean and renewable energy initiatives
12. Sustainably manage mineral resources	2.1.1 Minimise Albury's ecological footprint 2.3.3 Promote and enhance the natural environment
13. Grow agribusiness across the region	2.2.4 Support and promote regional food production and distribution; and agribusiness
14. Manage land uses along key river corridors	2.1.5 Promote sustainable development that compliments and respects the natural environment 2.1.6 Minimise the impact of stormwater on natural systems
15. Protect and manage the region's many environmental assets	2.1.1 Minimise Albury's ecological footprint 2.2.3 Protect and enhance bushland areas and ensure connection between corridors 2.3.3 Promote and enhance the natural environment
16. Increase resilience to natural hazards and climate change	2.2.1 Improve Albury's resilience to effects of climate change on social, community and environmental systems
17. Transform the region into the eastern seaboard's freight and logistics hub	1.5.7 Ensure high quality support infrastructure and services are available to facilitate industry and business growth 1.6.5 Develop and promote the inland rail freight corridor and other rail freight improvements
18. Enhance road and rail freight links	1.6.5 Develop and promote the inland rail freight corridor and other rail freight improvements
19. Support and protect ongoing access to air travel	1.6.4 Continue to develop the Albury Airport – to grow passenger numbers
20. Identify and protect future transport corridors	1.6.1 Develop integrated transport opportunities to improve connectivity and access to housing, employment and services through a range of transport options.

Riverina Murray Regional Plan	Albury 2030
21. Align and protect utility infrastructure investment	1.3.4 Ensure telecommunications, gas and electricity supply networks have the capacity to support city growth and development
22. Promote the growth of regional cities and local centres	1.3.1 Support and encourage a diversity of residential and commercial development in the Albury and Lavington CBDs. 1.3.2 Support and promote sustainable growth through planning and infrastructure to provide employment opportunities, housing choice and community facilities
23. Build resilience in towns and villages	1.3.2 Support and promote sustainable growth through planning and infrastructure to provide employment opportunities, housing choice and community facilities 1.5.3 Businesses and industries to participate in best practice sustainable programs
24. Create a connected and competitive environment for cross-border communities	4.2.1 Continue to lobby regarding cross border anomalies 4.2.2 Continue regional collaboration to enhance cross border co-operation, recognise growth opportunities and to foster consistency and better use of resources 4.2.3 Encourage regional connections, collaborations and strategic partnerships including contributing to, and actively participating in, relevant regional joint organisations.
25. Build housing capacity to meet demand	1.3.2 Support and promote sustainable growth through planning and infrastructure to provide employment opportunities, housing choice and community facilities
26. Provide greater housing choice	1.3.1 Support and encourage a diversity of residential and commercial development in the Albury and Lavington CBDs 1.2.5 Encourage innovative and modern design for the built and natural environment – maximise community choice and vibrancy
27. Manage rural residential development	1.3.2 Support and promote sustainable growth through planning and infrastructure to provide employment opportunities, housing choice and community facilities
28. Deliver healthy built environments and improved urban design	1.3.2 Support and promote sustainable growth through planning and infrastructure to provide employment opportunities, housing choice and community facilities 2.1.5 Promote sustainable development that compliments and respects the natural environment 1.2.5 Encourage innovative and modern design for the built and natural environment – maximise community choice and vibrancy

SNAPSHOT OF ALBURY IN 2016

Albury is a modern, vibrant city on the northern banks of the Murray River in the Riverina region of south-eastern New South Wales. Located 300 kilometres north-east of Melbourne and 570 kilometres south-west of Sydney, the city covers 306 square kilometres and has a population of 51,722[1].

Albury's economy is diverse and resilient. It is the major manufacturing, retail, commercial, administrative and cultural centre for the region. Most recent available figures show the Gross Regional Product (GRP) is valued at $3,081M[2]. There are approximately 4,215[3] businesses in Albury and 22,019[4] employed residents. There continues to be a high level of business confidence with major construction projects continuing and many in the planning process. The Albury region has a unique multicultural heritage. Traditionally the home of the Wiradjuri people, the region became home to German, Dutch, Italian, Greek and Polish migrant communities after World War II. More recently, Vietnamese, Philippine, Laotian, Albanian, Bhutanese and Bosnian residents have contributed to the city's vital, cosmopolitan feel.

1 Australian Bureau of Statistics Estimated Resident Population June 2015
2 REMPLAN April 2016
3 Profile .id June 2015
4 Department of Employment – Estimate labour Force June 2016 (smoothed)

QUICK STATISTICS
(2011 CENSUS)

Median age	37
Median household income	$1,158 per week
Median mortgage repayment	$1,452 per month
Average household size	2.36
Aboriginal and Torres Strait Islanders	1,111 people
Overseas born	4,883 people
Highest five-year age-group	15-19yrs (7.4%); 20-24yrs (7.2%)
2011 internet connections	70% (2006: 54%)
Completed Year 12 or equivalent	38.6%

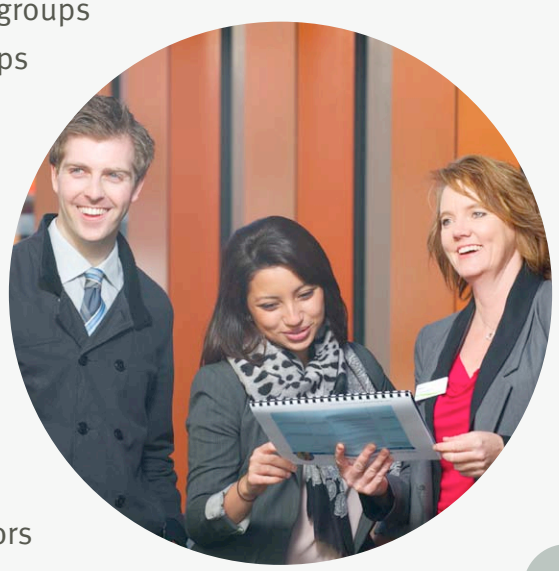
COMMUNITY ENGAGEMENT

Community engagement means involving community members in identifying the relevant issues and priorities for Albury's future. Under the Local Government Act, Council must prepare and implement a Community Engagement Strategy for engaging with the local community in developing and reviewing the Community Strategic Plan. Under Essential Element 1.5, the Community Engagement Strategy must, at a minimum, identify relevant stakeholder groups within the community and outline methods of engaging each group. The following Community Engagement Matrix complies with this essential element.

Community engagement for the review of *Albury 2030* was undertaken from 7 July 2016 to 7 October 2016. The purpose of the engagement was to obtain feedback on the existing outcomes of *Albury 2030* (reviewed by the community in 2012) and determine any new priorities or directions for the next four years of the long-term plan. At the completion of the consultation period, 1,017 representations had been received from the community.

A range of engagement methods were utilised to ensure that a maximum number of community members had the opportunity to be heard. These included:

- Presentations and discussions with community groups
- Presentations and discussions with school groups
- 'Listening Posts' at Lavington, Thurgoona and Albury shopping centres
- Local and state agency workshop
- AlburyCity workshops
- Survey to Albury Youth Council
- 'Have a Say' community survey
- Surveys to the Albury Community Engagement Group
- News from AlburyCity—electronic newsletter
- Consultation workshop with AlburyCity Councillors



The Community Engagement Matrix

Engagement method / Groups	AlburyCity Community Engagement Group	School Groups; Youth Council	Community Groups	Workshops	Social Media /e-mail	AlburyCity Website; 'Have A Say'	Community Satisfaction Survey	Shopping Centres	News From AlburyCity	Community Survey
Aboriginal community			*		*	*	*	*	*	*
Aged community	*		*			*	*	*	*	*
Business stakeholders	*		*	*		*	*		*	*
Community Households	*				*	*	*	*	*	*
Cross-border stakeholders				*				*	*	*
Culturally & Linguistically Diverse Community		*		*		*		*		*
Environmental groups			*		*	*	*	*	*	*
NSW State agencies				*	*	*				
Persons with a disability			*		*	*			*	*
Young people	*	*			*			*	*	*

- “Albury’s natural environment and surrounding areas are its greatest asset – build upon promotion of this such as the gorgeous river.”
- “Love Albury and Thurgoona, moved here two years ago. People are very friendly and not stressed. Wouldn’t make any changes, everything is wonderful.”
- “Albury needs to capture and engage the population with experiences and business opportunities.”
- “Promote local knowledge of native animals and plants.”
- “Ensure growth of education services to manage population growth.”
- “Preserve the natural environment – be conscious of this when planning for the growth corridor”
- Improve access and cost of public transport’
- MAMA! Love it! Well done’
- “I like Albury because it looks pretty and the shops are really big”
- “Cater for ageing population with more seats”
- “Continue to enhance riverside precinct”
- “A long-term plan for Albury needs to attract and provide a population with ‘livable communities’, ‘economic prosperity’ and ‘environmental sustainability”

You live here too, have a say on Albury’s future

AlburyCity is reviewing the long term community plan, *Albury 2030.*

Visit www.alburycity.nsw.gov.au/HaveASay

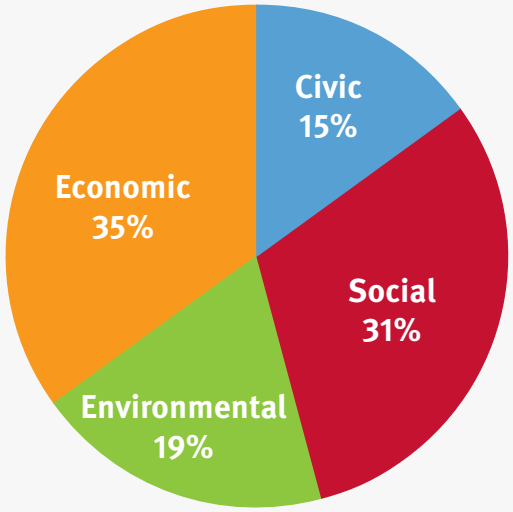
- “Promote cycling as an efficient and healthy for individuals and the Environment”
- “Ensure growth of education services to manage population growth”

WHAT OUR COMMUNITY TOLD US

Of the 1,017 submissions received during the consultation period, 35% addressed the Theme A Growing Sustainable Economy, 31% A Caring Community, 19% An Enhanced Natural Environment and 15% A Leading Community. The Albury 2030 themes represent the quadruple bottom line (QBL) reporting: Economic, Environmental, Social, and Civic Leadership issues.

The key issues identified in the feedback received from the community for each element is shown below:

What the community told us...
Percentage of comments - Quadruple Bottom Line



OUTCOME

Plan and cater for increased population growth

Regional priorities are addressed through an integrated approach

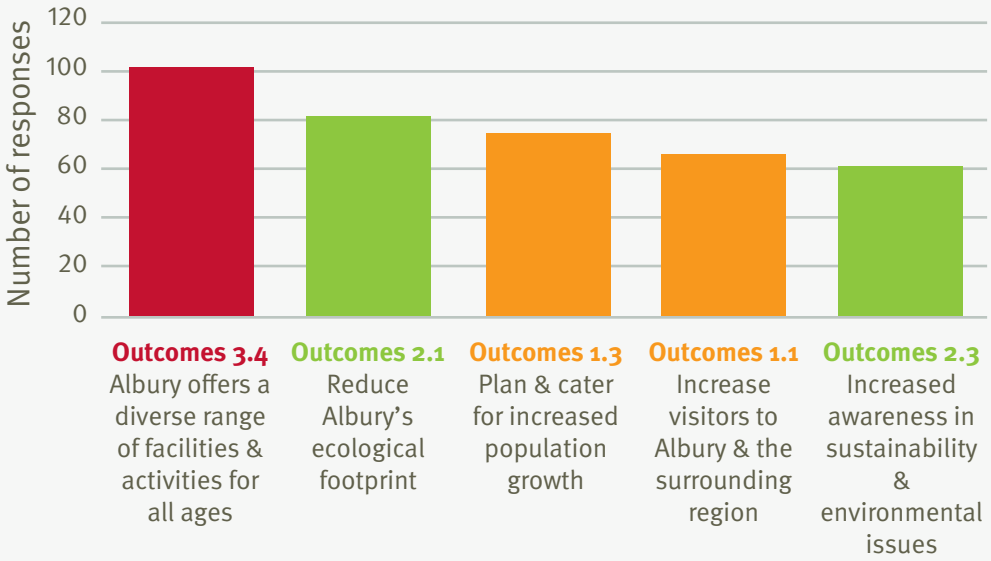
Albury offers a diverse range of facilities and activities for all ages

Reduce Albury's ecological footprint

The top five Albury 2030 Outcomes by number of comments are graphed below:

- Albury offers a diverse range of facilities and activities for all ages - 99 comments
- Reduce Albury's ecological footprint - 80 comments
- Plan and cater for increased population growth - 74 comments
- Increase visitors to Albury and the surrounding region - 65 comments
- Increased awareness in sustainability and environmental issues - 62 comments

Top five Albury 2030 Outcomes to receive highest number of responses



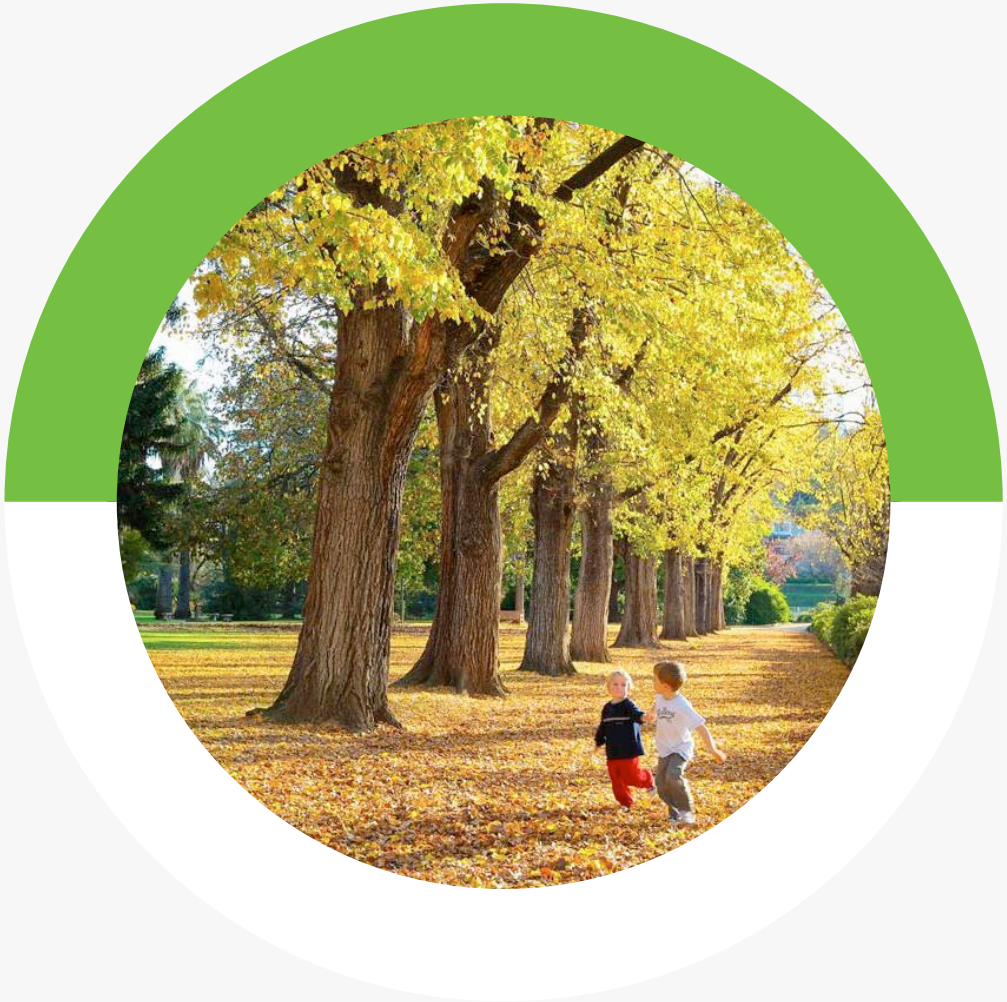
The KEY AREAS discussed by the community under each of the four themes were as follows:

A GROWING SUSTAINABLE ECONOMY (355 COMMENTS)

KEY AREA	% OF THEME
Murray River and Lake Hume	7%
Events / attractions	11%
Facilities / infrastructure to enhance tourism	12%
Tourism / marketing	8%
Growth and development	9%
Traffic, transport and parking	10%
Services and infrastructure	9%
Employment	3%
Business growth and economic development	6%
Retail facilities	6%
Public transport	6%
Strategy and planning	4%
Bicycle / walking facilities	10%

AN ENHANCED NATURAL ENVIRONMENT (192 COMMENTS)

KEY AREA	% OF THEME
Recycling and waste management	9%
Protect and manage and promote	26%
Environmental infrastructure and services	27%
Planning	10%
Increase awareness	15%
Programs and initiatives	14%



A CARING COMMUNITY (317 COMMENTS)

KEY AREA	% OF THEME
Facilities for all / access for all	12%
Provide opportunities	9%
Education, awareness and advocacy	17%
Employment	2%
Partnerships	5%
More infrastructure for growing population	16%
Programs and services	8%
Facilities for all age-groups and cultures	13%
Culture and heritage / festivals and celebrations	6%
Open space management	5%
Arts and cultural experiences	8%

A LEADING COMMUNITY (153 COMMENTS)

KEY AREA	% OF THEME
Planning	12%
Providing opportunities	23%
Partnerships with other agencies	16%
Leadership and advocacy	10%
Services and programs	10%
Informing and engaging the community / methods	23%
Good governance	4%

ALBURY 2030 SURVEY

The survey asked the community about what made Albury appealing as a place to live, future issues or opportunities for Albury, and asked for comments under the four Albury 2030 themes. The survey was available on-line, at the LibraryMuseum, the Lavington Library and at AlburyCity Customer Service. The same questions were asked in 2012 and 2016 to allow a comparison of the results from the last round of engagement.

184 responses were received from the community.

- ***What makes Albury the most appealing to you as a place to live?***

  (Respondents could choose more than one attribute therefore responses will not total 100%)

2012	2016
66% family and friends	59% family and friends
44% river and mountains access	52% river and mountains access
37% education opportunities	47% affordability

- ***What do you see as the opportunities for Albury's future?***

  (Respondents could choose more than one attribute therefore responses will not total 100%)

2012	2016
63% Tourist destination	57% tourist destination
51% regional centre for education	50% destination of choice for young families
48% city of entertainment	44% city of entertainment

When asked to rank a number of issues that might have an impact on Albury in the future, the survey found the following five areas listed as Priority One issues:

1. Economic growth and development

2. Investment and employment

3. Health

4. Sustainability

5. Population growth

REGIONAL PRIORITIES

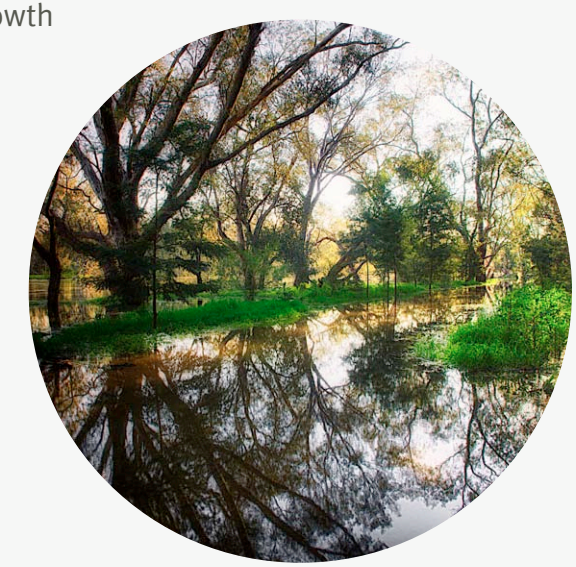
The Albury 2030 Survey asked respondents to think of the wider Albury/Wodonga and Border region and choose three priority areas from a list of options.

The top ten responses from the 91 respondents were as follows:

Regional Priorities	%
Economic development, including investment and jobs growth	48%
Planning and managing growth	27%
Public transport	24%
Health and health services	23%
Education and training	22%
Liveability	22%
Sport and recreation	21%
Infrastructure including roads, drains and footpaths	14%
Sustainability	13%
Water and water security	12%

The options from which respondents were asked to choose are listed below:

- Education and Training
- Freight movement
- Natural environment
- Sport and recreation
- Planning and managing growth
- Water and water security
- Liveability
- Catchment management
- Public transport
- Agriculture
- Social disadvantage
- Immigration
- Ageing population
- Health and health services
- Arts and culture
- Telecommunications
- Tourism
- Sustainability
- Public safety
- Waste management
- Infrastructure, including roads, drains and footpaths
- Economic development, including investment and jobs growth



COMMUNITY SATISFACTION SURVEY

Every two years AlburyCity conducts a Community Satisfaction Survey to gauge residents' perceptions of Council's performance, determine its strengths, and identify gaps in service. The Satisfaction Surveys are conducted by Micromex Research using a random selection process by telephone to over 400 Albury residents. This provides a robust, representative sample of the entire community. The survey can't be undertaken by an employee of AlburyCity or their immediate family members. Only persons over 18 years can participate in the survey.

The survey asks the community to rate from 1-5 the level of importance of 46 services / liveability attributes for Albury. The most recent survey was conducted in February 2016 and therefore is appropriate to use to assist in determining those areas that are most important to the Albury community. For the purposes of Albury 2030, the AlburyCity-specific services have been omitted from the list due to these areas not being relevant across the wider community. The priority areas of importance for the community rated above 4 out of 5 were found to be as follows:

Priority of importance	Liveability attribute	Rating out of 5	Albury 2030 Theme
1	Water quality	4.81	
2	Community safety	4.74	
3	Road safety	4.69	
4	Parks and playgrounds	4.61	
5	Recycling / waste minimisation	4.60	
6	Long term planning for Albury	4.55	
7	Appearance of the city	4.53	
8	Supporting the growth of local business	4.52	
9	Water conservation	4.51	
10	Availability of car parking	4.45	
11	Support for volunteer programs	4.44	
12	Litter collection / graffiti removal	4.43	
13	Overall condition of the road network	4.42	
14	Minimising energy use	4.41	
14	Traffic flow	4.41	
15	Promoting the city's natural assets	4.40	
16	Attracting investment and new jobs	4.36	
17	Ovals and sportsgrounds	4.35	
18	Promoting pride in the community	4.33	
19	Protecting native vegetation	4.17	
20	Enhancing heritage buildings	4.13	
21	Environmental education programs	4.11	
21	Attracting sports, recreation and business events	4.11	
22	Provision of walking trails / cycleways	4.09	
22	Flood protection and preparedness	4.09	

THE COMMUNITY VISION

The vision for Albury 2030 is a collective aspirational view that looks to the future. We asked the community what they wanted Albury to look like in the year 2030. The results of the consultation have been used to craft a long term vision for Albury. In 2030, the community wants Albury to be:

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

Working together to achieve the outcomes within Albury 2030 will move us closer to achieving this vision.

The key words in the vision are important to our community:

Vibrant; full of energy and life; exciting and enthusiastic; our people and our city

Innovative; introducing new ideas; original and creative in thinking in industry, education, health, environment, arts and culture

Connected; having elements linked together; socially, our neighbours and on-line, through NBN, our transport infrastructure and pathways, and our events

Culture; ideas, customs and social behaviour derived from our heritage; our artistic and creative community

Environment; the surroundings or conditions in which we live, both natural and built

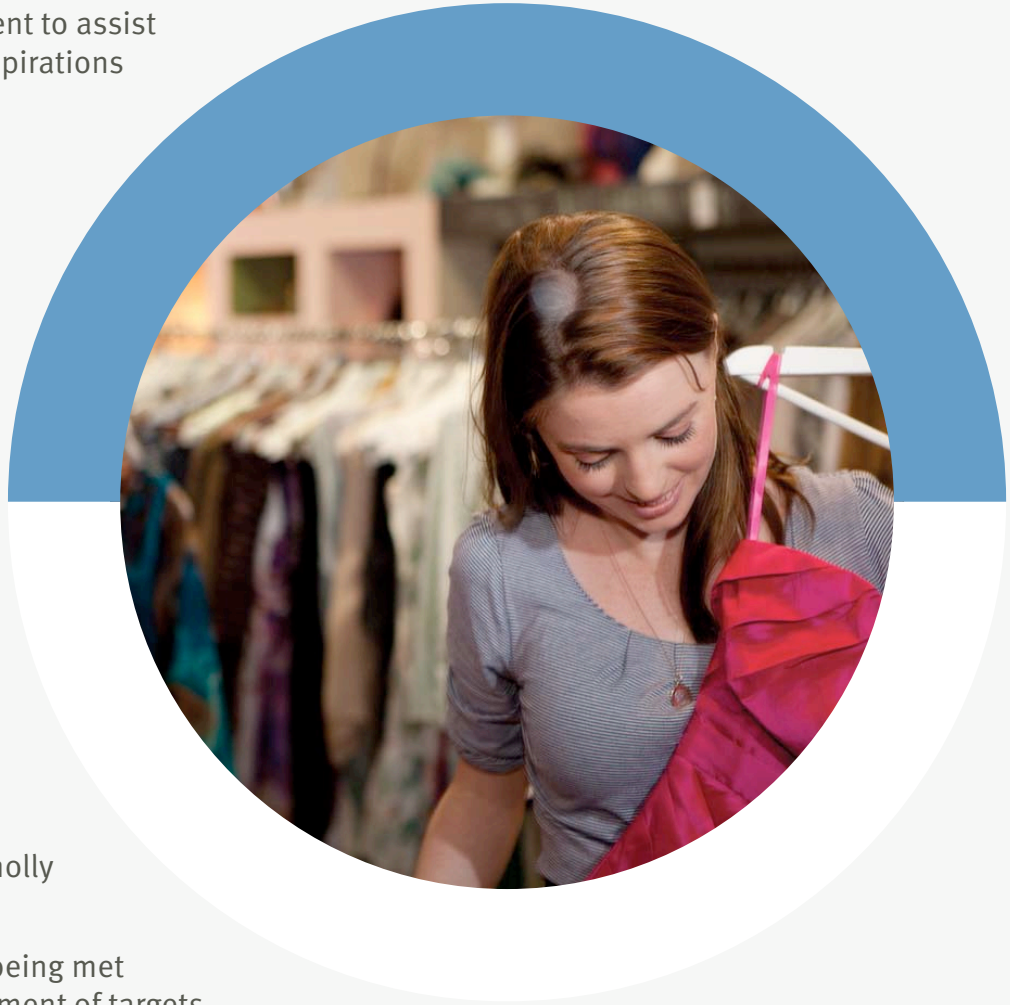
THE REVIEWED ALBURY 2030 STRATEGIC PLAN

The following plan is the result of a review of Albury 2030 as adopted by Council on behalf of the community in 2017. The review has involved extensive community engagement to assist with the identification of strategic actions required to achieve community aspirations for the next four years.

The plan contains a number of outcomes sought under each theme. Where possible, the plan indicates a timeframe for each strategic action. Realistic and measurable targets have been included where available to assist with reporting actions and achievements.

Partnerships are also noted. This reflects the true community nature of the plan – while AlburyCity has a large part to play in bringing the plan to life, a number of strategic actions are the direct responsibility of other agencies or stakeholders.

The community also has a role to play as a stakeholder in achieving the outcomes of the plan and areas where the community can help have been outlined separately for each outcome.



Information Hierarchy

Albury 2030 has a hierarchical structure feeding down from the four **Themes** which are based on Quadruple Bottom Line reporting. **Outcomes** are the highest level aspirations of the community and the **Strategic actions** show how the outcomes will be achieved. **Partnership Organisations** are listed to demonstrate that Council is not wholly responsible for the achieving the community outcomes.

Outcome measures show methods of determining whether an outcome is being met and **Targets** are used to help with reporting on the plan's progress. Achievement of targets feeds upwards to achieving the outcome measures and ultimately the outcomes (community aspirations) of Albury 2030.

THEME ONE
A Growing Sustainable Economy

THEME ONE:
A GROWING SUSTAINABLE ECONOMY

This theme recognises the need to grow the city and its population so that businesses can confidently increase and expand their workforce.

Integrated transport routes will meet the needs of this growing city and connect Albury to the national and global economy by road, rail and air. As a community, we will enhance, promote and maintain the built environment and be a leader in health and education services.

Key outcomes have been identified by the community and the strategic actions will help bring the outcomes to life.

Progress will be measured by working together towards short and medium term targets and results will be reported back to the Community.

OUTCOMES

1.1 Increase visitors to Albury and the surrounding region

1.2 Improve visitor and residents' experiences

1.3 Plan and cater for increased population growth

1.4 Albury has a secure and well managed water supply

1.5 Promote Albury for industry and business

1.6 Integrated transport network for Albury

1.7 Increase usage of bicycle and pedestrian networks

1.8 Albury's infrastructure and assets are well managed and maintained

WHAT YOU CAN DO.

- Attend local festivals and events
- Look locally for job opportunities
- Plant a low water garden
- Shop locally
- Pressure state and federal government for improved public transport and transport links
- Leave the car at home, walk or ride a bike instead
- Report graffiti and clean it off straight away
- Show your visitors Albury before you show them the region
- Check out visitalburywodonga.com

1.1	Increase visitors to Albury and the surrounding region	Partner organisations
1.1.1	Promote tourism and enhance the Albury Wodonga region as a destination of choice – through a collaborative approach between all stakeholders and interest groups.	• Business operators • City of Wodonga • Murray Region Tourism • Destination NSW • Visitvictoria • AlburyCity • Albury Northside Chamber of Commerce • Albury Central
1.1.2	Improve access to and experiences available at Lake Hume and the Murray River - Maximizing use of natural assets.	• Business operators • AlburyCity • Event Organisers • NSW Roads and Maritime Services • Office of Environment and Heritage • Lake Hume and On-Water Management Plan Community Reference Group
1.1.3	Further develop and strengthen the City's visitor product and infrastructure. Ensure its effective marketing and promotion.	• AlburyCity • Business / Investors • NSW Transport • Crown Lands • Destination NSW • Albury Northside Chamber of Commerce • Albury Central

1.1	Increase visitors to Albury and the surrounding region	Partner organisations
1.1.4	Provide opportunities for history and heritage and cultural tourism.	• AlburyCity • Tourism operators • Murray Region Tourism • Cultural industry • Destination NSW • Aboriginal Community Working Party
1.1.5	Understand the benefits of the visitor economy to the region.	• Business operators • City of Wodonga • Murray Region Tourism • Destination NSW • Visitvictoria • Albury Northside Chamber of Commerce
1.1.6	Increase focus on regional promotion of our tourism offer.	• Business operators • City of Wodonga • Murray Region Tourism • Destination NSW • Visitvictoria • Albury Northside Chamber of Commerce • Albury Central
1.1.7	Enhance the capacity of businesses to support the delivery of quality tourism, sport and business events, experiences and outcomes.	• Business operators • City of Wodonga • Murray Region Tourism • Destination NSW • Visitvictoria • Albury Northside Chamber of Commerce

Outcome 1.1 Increase visitors to Albury and the surrounding region	
Performance Indicators	**Measures and Targets 2020**
1.1a **Visitor statistics for Albury and Murray Region** *Source: Albury Wodonga Visitor Economy Trends Report.*	Maintain upward trend in relation to Domestic Overnight Visitors to Albury.
	Maintain upward trend in relation to International Overnight Visitors to Albury.
	Increase the economic impact of Overnight Visitors nights (International and Domestic) in Albury by 2%.
1.1b **Ranking in Regional Tourism Indicators**	Maintain or improve current ranking of 16th most visited destination in regional NSW and Victoria.
1.1c **No. of employees in sector** *Source: Albury Wodonga Visitor Economy Trends Report.*	Increase number of employed persons (from 1930 in 2012) in the Albury accommodation, cafes and restaurants sector by 2%.
1.1d **Sector % of Gross Regional Product (GRP)** *Source: Albury Wodonga Visitor Economy Trends Report and REMPLAN Economy.*	Increase 'Accommodation and Food Services' sector percentage of GRP.

1.2	Improve visitor and residents' experiences	Partner organisations
1.2.1	Develop and present a range of events to attract and engage our diverse community.	• AlburyCity • Event partners / organisers
1.2.2	To raise public awareness of and access to local community and cultural heritage.	• AlburyCity • Cultural industry • Historical Society
1.2.3	Understand, promote and encourage a sense of identity and place in the community.	• Albury Northside Chamber of Commerce • Albury Central • AlburyCity • Cultural industry
1.2.4	Continue to enhance Albury and Lavington CBDs.	• Private land owners • Property tenants • NSW Roads and Maritime Services • AlburyCity • Albury Northside Chamber of Commerce
1.2.5	Encourage innovative and modern design for the built and natural environment - maximise community choice and vibrancy.	• AlburyCity • Architects, designers, builders • Developers • NSW Department of Planning
1.2.6	Promote and provide high quality visitor information and services across Albury's public access facilities.	• AlburyCity • Architects, designers, builders

1.2 Improve visitor and residents' experiences	Partner organisations
1.2.7 Ensure urban and public art is integral to Albury's landscape.	• Private land owners • Property tenants • AlburyCity • Cultural industry • Artists • Developers
1.2.8 Ensure venues and facilities attract visitation and improve the lifestyle offer of the city.	• Private operators • AlburyCity • Crown Reserve Trustees • Albury Equestrian Centre • Other not for profit venue managers / operators

Outcome 1.2 Improve visitor and residents' experiences	
Performance Indicators	**Measures and Targets 2020**
1.2a **AlburyCity Community Satisfaction Survey**	Conduct AlburyCity Community Satisfaction survey by end October 2013. Conduct every two years from 2015/16.
	Improved satisfaction with Albury Visitor information Centre compared with 2016 results.
	Improved satisfaction with AlburyCity events compared with 2016 results.
Albury Visitor Information Centre statistics:	
1.2b **Walk ins**	Increased number of walk ins compared with 2015-2016.
Phone / email enquiries	Increased number of enquiries compared with 2015-2016.

1.3	Plan and cater for increased population growth	Partner organisations
1.3.1	Support and encourage a diversity of residential and commercial development in the Albury and Lavington CBDs.	• AlburyCity • Development industry • State agencies
1.3.2	Support and promote sustainable growth through planning and infrastructure to provide employment opportunities, housing choice and community facilities.	• NSW Department of Planning • Infrastructure providers • AlburyCity • Office of Environment and Heritage
1.3.3	Continue to support the rollout and encourage utilisation of the National Broadband Network (NBN).	• Telco Retailers and NBN Co • AlburyCity • Albury Northside Chamber of Commerce
1.3.4	Ensure telecommunications, gas and electricity supply networks have the capacity to support city growth and development.	• NBN Co • Investra • Essential Energy • Other Telco Providers • AlburyCity

Outcome 1.3 Plan and cater for increased population growth	
Performance Indicators	**Measures and Targets 2020**
1.3a **Albury Development Monitor (residential, commercial and industrial sectors)** *Source: Albury Land Monitor.*	Maintain a diversity of options amongst all sectors and continue to meet demand for opportunities for land development. Maintain existing development with opportunities for infill development. Achieve a minimum 10 years supply of undeveloped urban land (commercial, industrial and residential).
1.3b **Population Growth** *Source: ABS 3218.0 – Regional Population Growth,Australia.*	1% growth per annum (in line with 20 year average).

1.4	Albury has a secure and well managed water supply	Partner organisations
1.4.1	Implement initiatives to reduce potable water consumption - for residents, business and industry.	• AlburyCity
1.4.2	Improve water security by considering, where applicable, alternate water supply opportunities for consumption and community use.	• AlburyCity • NSW Office of Water
1.4.3	Plan for and ensure the sustainable provision of infrastructure and facilities to support long term growth and development of the City.	• AlburyCity • NSW Government
1.4.4	Maintain a quality water supply for the health of the community.	• AlburyCity

Outcome 1.4 Albury has a secure and well managed water supply		
Performance Indicators		**Measures and Targets 2020**
1.4a	**Water consumption** **Note that water consumption is highly variable and dependent on factors such as temperature and rainfall received over a period. No two periods are identical.*	Average annual residential water supplied less than State median.
1.4b	**Water supply costs**	Typical residential bill is less than the State median.
1.4c	**NSW State Government Water Management indicators (Water Quality)**	Maintain or reduce number of water quality complaints for Albury per 1,000 properties based on 2016 result - (3).
1.4d	**NSW State Government Water Management indicators (Water Security)**	Reduce average duration of interruption to service by 20% (based on 2016 – 124 minutes) TARGET 99 minutes.

1.5	Promote Albury for industry and business	Partner organisations
1.5.1	Promote Albury as a major regional economy and the regional city of choice for lifestyle, career and investment opportunities.	• AlburyCity • Relevant state agencies such as State and Regional Development
1.5.2	Maintain a program to encourage local business to promote Albury through its business networks.	• Albury Northside Chamber of Commerce • Private partners
1.5.3	Businesses and industries to participate in best practice sustainable programmes.	• AlburyCity • Health and education providers and institutions
1.5.4	Ensure access to medical and health services, health training and educational services. Ensure effective precinct planning to promote growth of these services.	• Health and Allied Health sector • AlburyCity • NSW Health • Albury Wodonga Health • Tertiary education institutions
1.5.5	Support and promote business and business opportunities across all sectors to continue to foster economic diversity.	• NSW Department of Industry • AlburyCity • Albury Northside Chamber of Commerce • Australian Industry Group • NSW Business Chamber
1.5.6	Advocate and explore the provision of incentives to encourage business expansion and job creation.	• AlburyCity • NSW Department of Industry • Other relevant State agencies

1.5	Promote Albury for industry and business	Partner organisations
1.5.7	Ensure high quality support infrastructure and services are available to facilitate industry and business growth.	• AlburyCity • Utility providers • NSW Roads and maritime Services • NSW Department of Industry • Other relevant State agencies

Outcome 1.5 Promote Albury for industry and business		
Performance Indicators		**Measures and Targets 2020**
1.5a	**Gross regional product (GRP) incl. at sector level**	Achieve growth in line with NSW state average.
1.5b	**People employed in business sectors**	Participation rate of working age population to remain at least 1% above NSW state average.
1.5c	**Unemployment rate****	Unemployment rate in Albury not to exceed state average by more than 2%.

*** Albury and Wodonga unemployment figures are taken from different Statistical Areas as defined by the ABS Statistical Geographic Boundaries. The Department of Employment advises that figures reported are unlikely to be correct, given the considerably lower unemployment rates recorded by Wodonga located directly over the Victorian/NSW border. AlburyCity has endeavoured to obtain more accurate unemployment figures directly from Centrelink, but this information has not been made available. It is hoped that the collection and proportion methods applied by ABS in determining unemployment figures will be reviewed in future to provide regional cities with a more accurate indication of the unemployment landscape.*

1.6	Integrated transport network for Albury	Partner organisations
1.6.1	Develop integrated transport opportunities to improve connectivity and access to housing, employment and services through a range of transport options.	• AlburyCity • NSW Roads and Maritime Services • Private transport operators • Public transport operators
1.6.2	Improve CBD accessibility.	• Albury Access Group • AlburyCity • Local businesses • Albury Northside Chamber of Commerce
1.6.3	Advocate for and improve passenger bus and train services between capital cities, surrounding communities and within city limits.	• AlburyCity • VLine • NSW trains • City of Wodonga • Other regional councils • Australian Rail Track Corporation • Local bus companies
1.6.4	Continue to develop the Airport – to grow passenger numbers.	• AlburyCity • Airline partners
1.6.5	Develop and promote the Inland Rail Freight Corridor and other rail freight improvements.	• Australian Rail Track Corporation • Ettamogah Rail Hub • AlburyCity • NSW Transport

1.6 Integrated transport network for Albury	Partner organisations
1.6.6 Promote access to taxis and other ride share services for all members of the community. Plan for additional services in areas of peak demand.	• AlburyCity • NSW Roads and Maritime Services • Private transport operators • City of Wodonga • Taxi companies • Public transport operators

Outcome 1.6 Integrated transport network for Albury	
Performance Indicators	**Measures and Targets 2020**
1.6a **Passengers using public transport**	Improve number of train passengers into and from Albury by 2% based on 2010 figures. Improve number of bus services per week by 2%. Dysons: approximately 131 services/week (2010). Martins: approximately 200 services/week (2010).
1.6b **Car parking availability**	Provide industry best practice of meeting parking demand (‹85% peak occupancy).
1.6c **Intersection and road network efficiency**	Seek to maintain level of service at Council's 10 busiest intersections at a classification of 'D' (Classification is an analytical measure relating to saturation and delay times).

1.7	Increase usage of bicycle and pedestrian networks	Partner organisations
1.7.1	Improve infrastructure and opportunities for walking and cycling.	• AlburyCity • Developers • NSW Roads and Maritime Services
1.7.2	Promote bicycle travel as efficient and healthy alternative to car travel – infrastructure and businesses to support this with end of trip facilities.	• AlburyCity • Murrumbidgee Local Health District • Local businesses
1.7.3	Ensure effective connectivity between pedestrian and cyclist networks with all forms of transport.	• AlburyCity • NSW Roads and Maritime Services

Outcome 1.7 Increase usage of bicycle and pedestrian networks		
Performance Indicators		**Measures and Targets 2020**
1.7a	**Length of available bicycle lanes**	Increase length of off-road bicycle paths by at least 1000m (compared with 2016 results). Increase network of on-road bike lanes by 400m through line marking and reconfiguration of lanes where possible (compared with 2016 results).
1.7b	**Usage of bicycle paths. Super Tuesday Bicycle count.**	Measure: Riders per hour per 10,000 population. Target: 11 bicycle commuters per hour per 10,000 residents. Measure: % annual growth compared with previous year. Target: 2% increase. Target: Improve overall ranking of 20th per hour per 10,000 population across the country.
1.7c	**Available public bicycle parking locations**	Increase by 5% the available bike parking locations (compared with 2016 results).
1.7d	**Number of bike safety and promotion activities**	4 per year conducted through AlburyCity Road Safety Officer Program.

1.8	Albury's infrastructure and assets are well managed and maintained	Partner organisations
1.8.1	Determine infrastructure and service levels through balancing community needs, future growth, sustainability and heritage values.	• AlburyCity • Office of Environment and Heritage • NSW Department of Planning and other relevant authorities • Developers
1.8.2	Adopt an integrated approach to planning and understanding of community assets and infrastructure.	• AlburyCity • NSW Roads and Maritime Services • Other State and Government Agencies • Developers

Outcome 1.8 Albury's infrastructure and assets are well managed and maintained		
Performance Indicators		**Measures and Targets 2020**
1.8a	**AlburyCity Asset Management Strategy measures**	AlburyCity Asset Management Plan actions completed as scheduled by 2020.

THEME TWO
An Enhanced Natural Environment

THEME TWO:
AN ENHANCED NATURAL ENVIRONMENT

This theme involves improving the health of the Murray River, being a leader in natural resource management and protecting local plants and animals.

Key outcomes have been identified by the community and strategic actions will bring the outcomes and targets to life.

Progress will be measured by working towards short and medium term targets and report results back to the Community.

OUTCOMES

2.1 Albury has improved environmental outcomes

2.2 Albury is prepared for changing environmental conditions

2.3 An increased awareness in sustainability and environmental issues

WHAT YOU CAN DO.

- Reduce, re-use and recycle waste
- Join a revegetation group
- Become smarter in the use of water and energy
- Use low phosphate or low sodium detergents and washing powders
- Shorten shower time
- Switch off lights when not in the room
- Wash clothes in cold water
- Become a volunteer with your local environment group
- Buy energy efficient light bulbs
- Collect litter as you go for a walk

2.1	Albury has improved environmental outcomes	Partner organisations
2.1.1	Minimise Albury's ecological footprint.	• AlburyCity • Government agencies, including NSW Department of Industry - Lands • Office of Environment and Heritage • Sustainability Advisory Committee. • Local Land Services
2.1.2	Investigate and encourage energy saving initiatives for individuals, business and industry.	• AlburyCity • Office of Environment and Heritage • Charles Sturt University • Albury Northside Chamber of Commerce • Sustainability Advisory Committee
2.1.3	Facilitate and promote effective waste management practises.	• AlburyCity • Office of Environment and Heritage • Albury Northside Chamber of Commerce • Sustainability Advisory Committee • HalveWaste • Businesses and residents • Environmental Protection Authority
2.1.4	Promote business and industry participation in opportunities in clean and renewable energy initiatives.	• AlburyCity • Office of Environment and Heritage • Albury Northside Chamber of Commerce • Sustainability Advisory Committee

2.1	Albury has improved environmental outcomes	Partner organisations
2.1.5	Promote sustainable development that compliments and respects the natural environment.	• AlburyCity • NSW Department of Planning • Office of Environment and Heritage
2.1.6	Minimise the impact of stormwater on natural systems.	• AlburyCity • NSW Department of Industry - Lands

Outcome 2.1 Albury has improved environmental outcomes		
Performance Indicators		**Measures and Targets 2020**
2.1a	**AlburyCity's Carbon Footprint**	Reduce total greenhouse gas emissions for AlburyCity relative to base year of 2006.
2.1b	**Flora and Fauna measures**	Net increase in native vegetation across AlburyCity managed lands. Monitor population numbers of listed threatened species – compare with previous results. Monitor habitats for threatened species populations – compare with previous results. Maintain or improve connectivity of native vegetation across the landscape.
2.1c	**Waste recovery at Albury Waste Management Centre**	Waste recovery: 70% for municipal solid waste. 70% for commercial and industrial waste. 80% for construction and demolition waste. NSW EPA: Additional targets: Avoiding and reducing the amount of waste generated per person in NSW. Increasing waste diverted from landfill to 75%. Managing problem wastes better. Reducing litter, with 40% few items by 2017. Combatting illegal dumping, with 30% fewer incidents by 2017.

2.2	Albury is prepared for changing environmental conditions	Partner organisations
2.2.1	Improve Albury's resilience to effects of climate change on social, community and environmental systems.	• AlburyCity • Local Land Services • Office of Environment and Heritage • NSW Health
2.2.2	Promote responsible bushfire management.	• Rural Fire service • AlburyCity • NSW Department of Industry - Lands
2.2.3	Protect and enhance bushland areas and ensure connection between corridors.	• AlburyCity • Crown Lands • Local Lands Services • NSW Department of Primary Industry – Crown Lands
2.2.4	Support and promote regional food production and distribution; and agribusiness.	• Local land Services • NSW Department of Primary Industry – NSW Agriculture • AlburyCity • Murray Landcare network

Outcome 2.2 Albury is prepared for changing environmental conditions	
Performance Indicators	**Measures and Targets 2020**
2.2a **'Keeping our environment clean' – NSW Premier Priorities**	Reduce litter by 40% by 2020.

2.3	An increased awareness in sustainability and environmental issues	Partner organisations
2.3.1	Raise community awareness of climate change issues and opportunities.	• AlburyCity • Government agencies, including NSW Department of Industry - Lands • Office of Environment and Heritage • Sustainability Advisory Committee • Local Land Services • City of Wodonga • Charles Sturt University
2.3.2	Develop and promote community leadership and education in sustainability and the natural environment through best practice.	• AlburyCity • Government agencies, including NSW Department of Industry - Lands • Office of Environment and Heritage • Sustainability Advisory Committee. • Local Land Services • City of Wodonga • Charles Sturt University
2.3.3	Promote and enhance the natural environment.	• AlburyCity • Government agencies, including NSW Department of Industry - Lands • Office of Environment and Heritage • Sustainability Advisory Committee • Local Land Services • City of Wodonga • Charles Sturt University • Murray Landcare Network • Albury Conservation Company

2.3 An increased awareness in sustainability and environmental issues	Partner organisations
2.3.4 Conserve European and Indigenous heritage in the Albury region.	• AlburyCity • Government agencies including NSW Department of Industry - Lands • Office of Environment and Heritage • Sustainability Advisory Committee. • Local Land Services • City of Wodonga • Local Aboriginal Lands Council

Outcome 2.3 An increased awareness in sustainability and environmental issues	
Performance Indicators	**Measures and Targets 2020**
2.3a **Community education sessions**	Six education sessions per year conducted by AlburyCity sustainability staff.

THEME THREE
A Caring Community

THEME THREE:
A CARING COMMUNITY

This theme involves Albury being recognised as a cultural and creative city that embraces and celebrates its diversity; provides quality health care; supports children and young people, promotes positive ageing; encourages healthy lifestyles; values knowledge and life-long learning and is recognised nationally as a provider of quality education.

Key outcomes have been identified by the community and strategic actions will help bring the outcomes to life.

Progress will be measured by working together towards short and medium term targets and results will be reported back to the Community.

OUTCOMES

3.1 Albury offers access to a diverse range of educational opportunities

3.2 Albury's key community safety indicators continuously improve

3.3 The health and wellbeing of the Albury community improves

3.4 Albury offers a diverse and accessible range of facilities and activities for all ages

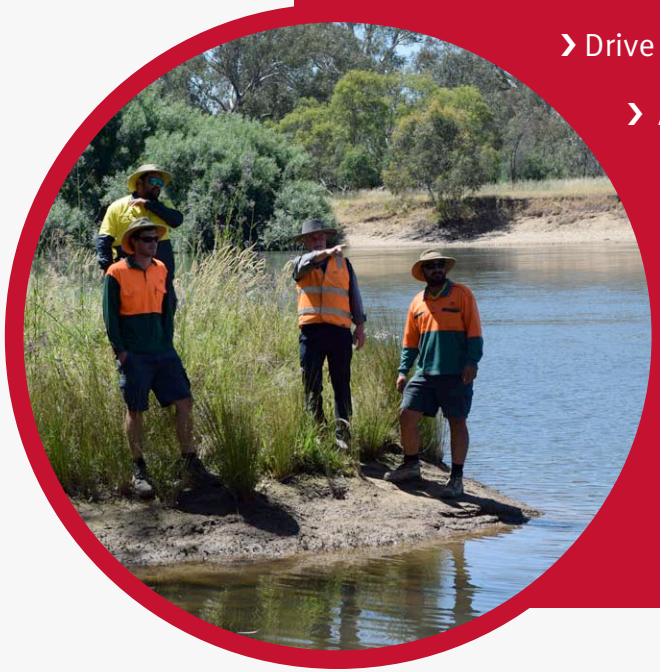
3.5 Improved health, employment and education for the Aboriginal community in Albury

3.6 The improved settlement of people from diverse cultures

3.7 Increased participation in a diverse range of art and cultural activities in Albury

WHAT YOU CAN DO.

- Take on an apprentice or a student for school work placement
- Engage in learning opportunities at any age
- Get to know your neighbours
- Join a community group or volunteer
- Drive safely
- Ask someone, Are you OK?
- Undertake regular exercise
- Enjoy Albury's cultural experiences
- Empower yourself to improve your knowledge and health
- Respect the culture of others



3.1	Albury offers access to a diverse range of educational opportunities	Partner organisations
3.1.1	Provide a variety of early childhood education and care options –for children from birth to 13yrs.	• Education providers • NSW Department of Education • Private Providers • AlburyCity • Murray Conservatorium
3.1.2	Support and promote educational opportunities – to local residents and outside the area.	• NSW Department of Education • Non-Government Organisations • Community Centres • Government agencies • Albury and Wodonga TAFE • Universities • Murray Conservatorium
3.1.3	Encourage and promote intergenerational programs.	• Education providers • NSW Department of Education • Private Providers • AlburyCity • Murray Conservatorium

3.1	Albury offers access to a diverse range of educational opportunities	Partner organisations
3.1.4	Provide and support innovative approaches to alternative and non-traditional educational pathways, including less mainstream solutions.	• NSW Department of Education • Non-Government Organisations • Community Centres • Government agencies • Employment agencies • Non-Government organisations • Murray Conservatorium • Albury and Wodonga TAFE • Universities
3.1.5	Improve access to a reference for vocational /educational choices – to help people to find the educational/workplace training options available in the community.	• Education providers • Non-Government Organisations • Youth Emergency Services • Murray Conservatorium
3.1.6	Advocate, support and provide incentives for employers to engage more apprentices and trainees.	• Federal and State Governments • Local and State Business Chambers • Albury Central
3.1.7	Develop and implement cultural education programs.	• AlburyCity • Education providers • Murray Conservatorium • Local Aboriginal Education Consultative Group
3.1.8	Higher education provider's work together to enhance educational opportunities. Encourage children to aspire to higher education.	• Higher education providers • NSW Department of Education

Outcome 3.1 Albury offers access to a diverse range of educational opportunities	
Performance Indicators	**Measures and Targets 2020**
3.1a **Participation in pre-school program** **Australian Early Development Index (AEDI) domains:** - physical health and wellbeing-social competence - emotional maturity - language and cognitive skills (school-based) - communication skills and general knowledge.	An increase in percentage of children in Albury attending pre-school relative to population number. Increase average percentage of children 'on track' (above 25th %ile) over the 5 developmental domains of the Australian Early Development Index (AEDI). A population measure of children's development as they enter school. Information gathered in child's first year of full-time school.
3.1b **Student attainment and engagement**	A national Year 12 (or equivalent) rate for 20-24 year olds of 90 per cent by 2020 *Source: Australian Govt DEEWR Youth Attainment and Transitions.*
3.1c **National Quality Framework** NQS = National Quality Standard.	All children's services in the Albury LGA are at the 'Meeting NQS' rating or above by 2020 Base 2016.

3.2	Albury's key community safety indicators continuously improve	Partner organisations
3.2.1	Develop and implement strategies to improve community safety and amenity.	• AlburyCity • Albury Liquor Accord • NSW Police • Community Drug & Alcohol Action Team • NSW Roads and Maritime Services
3.2.2	Advocate to all levels of Government for appropriate resources and strategies which support a safer community.	• NSW Police • AlburyCity • Neighbourhood Watch • Community groups • Albury Liquor Accord • NSW Roads and Maritime Services
3.2.3	Support children and their families through prevention of, or early intervention into, child abuse and domestic violence. Proactive communication with local, state and federal agencies.	• State agencies • NSW Department of Family and Community Services
3.2.4	Educate community about cyber safety.	• NSW Police • AlburyCity • Youth services and agencies
3.2.5	Support coordinated Emergency Services and development of Regional Emergency Management facilities.	• AlburyCity • Other Emergency Management providers, Rural Fire Service, State Emergency Services, NSW Ambulance, NSW Fire Brigade • NSW Roads and Maritime Services

Outcome 3.2 Albury's key community safety indicators continuously improve	
Performance Indicators	**Measures and Targets 2020**
3.2a **Crime statistics for Albury LGA** *Source: BOCSAR.*	Reduce alcohol-related offences to below 2015 rate per 100,000 population (195). Maintain incidents and ranking for break and enter (dwelling) offences: Rate : 597/100,000. Ranking 2015: 30. Reduce incidents of malicious damage by 10% over a three-year period, relative to 2015 figure of 1,450 offences. Reduce assault (non-domestic violence) offences below 2015 figure: Rate 638/100,000 population. Reduce domestic violence offences below 2015 figure: Rate 540/100,000 population.
3.2b **Road trauma statistics**	Achieve a 1% reduction in the total number of road crashes in Albury per 1000 population.
3.2c **Child wellbeing – 'Protecting Our Kids' NSW Premier Priorities**	Decrease the percentage of children and young people re-reported at risk of significant harm by 15 per cent.

3.3	The health and wellbeing of the Albury community improves (including access to appropriate services)	Partner organisations
3.3.1	Ensure the future health of the community is maintained with accessible immunisation programs.	• General practitioners • Albury Wodonga Health • Murrumbidgee Local Health District
3.3.2	Support the improvement of mental health outcomes.	• Government agencies • Albury Wodonga Health • Non-Government Organisations • Youth agencies • Hospitals
3.3.3	Ensure appropriate provision of homelessness services.	• State agencies • Open Family • Youth Emergency Services • St Vincent de Paul • Other Not-For-Profit / Community Groups
3.3.4	Ensure appropriate infrastructure including accessible path networks / encourage active lifestyles.	• AlburyCity • Albury Wodonga Health • Murrumbidgee Local Health District • Albury Community Health • City of Wodonga
3.3.5	Improve the health and wellbeing of the community through healthy eating and lifestyle wellness programs.	• Albury Wodonga Health / Albury Community Health • Murrumbidgee Local Health District • Murray Conservatorium • AlburyCity

3.3 The health and wellbeing of the Albury community improves (including access to appropriate services)	Partner organisations
3.3.6 Provide programs, services support and facilities for the community to increase positive social outcomes.	• Not for profit organisations • Church and spiritual groups and their affiliated organisations. • Service Clubs • Sporting Groups • CareVan • Food Share

Outcome 3.3 The health and wellbeing of the Albury community improves (including access to appropriate services)	
Performance Indicators	**Measures and Targets 2020**
3.3a **National measures for:** **- Heart disease and other chronic illness associated with a lack of healthy lifestyle**	Decrease cardiovascular disease deaths in Albury per 100,000 population – 2005/2006 average 246.2. Diabetes-related deaths in NSW to fall below 30 per 100,000 population. Number of cancer deaths per cancer notified continue to fall. *Source: NSW Gov Greater Southern Area Health Service- Public Health.*
- Mental Health	Albury Wodonga Health – Mental Health measures and targets.
3.3b **Immunisation rates compared with State benchmarks**	Albury to be at or above the 90% state benchmark for children recorded as fully immunised in 3 categories: 12-<15 months; 24-<27 months; 60-<63 months.

Outcome 3.3 The health and wellbeing of the Albury community improves (including access to appropriate services)	
Performance Indicators	**Measures and Targets 2020**
3.3c **Homelessness data for NSW and Riverina Murray**	A reduction of 7% in the overall level of homelessness in NSW (source: NSW Homelessness Action Plan).
The rate of homelessness in Riverina Murray in 2006 was 48 per 10,000 persons compared with 42 per 10,000 persons for NSW as a whole – (2006 Census).	Reduce the rate of homelessness in Riverina Murray to under the NSW rate (per 10,000 persons).
'Reducing Youth Homelessness' – NSW Premier Priorities.	Increase the proportion of young people who successfully move from specialist homelessness services to long-term accommodation by 10 per cent.
3.3d **Healthy Lifestyle Programs**	Implemented as scheduled – (Murrumbidgee Local Health District) E.g. Healthy children's initiatives and Falls Prevention Program.
'Tackling Childhood Obesity' – NSW Premier Priorities.	Reduce overweight and obesity rates of children by five per cent over 10 years.

3.4	Albury offers a diverse and accessible range of facilities and activities for all ages	Partner organisations
3.4.1	Improve access for all – in relation to systems and processes, transportation, civic buildings, community facilities and parks.	• AlburyCity • Businesses • State agencies • Transport providers
3.4.2	Promote, advocate and provide facilities and activities for Albury's ageing population.	• Age Concern Albury Wodonga • Albury Wodonga U3A • AlburyCity • Community Centres • NSW Government: Ageing Disability & Homecare • State agencies • Service Clubs • Murray Conservatorium
3.4.3	Promote and encourage healthy lifestyles through development and efficient use of sporting, recreational, educational and cultural facilities and infrastructure.	• AlburyCity • Health agencies • Department Sport and Recreation • Schools • Leisure / Social Group • Sporting Groups
3.4.5	Increase and promote activities and infrastructure available for children and young people.	• Vision Australia • Aspire NSW • NSW Government: Ageing Disability & Homecare • Albury Access Committee • AlburyCity

3.4	Albury offers a diverse and accessible range of facilities and activities for all ages	Partner organisations
3.4.6	Enhance access to the Murray River and develop experiences for the community and visitors.	• AlburyCity • State agencies • Tourism businesses
3.4.7	Improve reserves and access to the Lake Hume shoreline.	• AlburyCity • Goulburn Murray Water • Lake Hume Community Reference Group • Murray Darling Basin Authority • Murray Darling Association • Government Agencies
3.4.8	Improve infrastructure and outdoor space at child facilities and Community Centres.	• AlburyCity • Private operators

Outcome 3.4 Albury offers a diverse and accessible range of facilities and activities for all ages		
Performance Indicators		**Measures and Targets 2020**
3.4a	**Customer satisfaction with the range of AlburyCity facilities and activities available**	Improve community satisfaction compared with 2016.
3.4b	**AlburyCity Murray River Experience Master Plan priorities**	Report on priorities implemented.
3.4c	**Sport and Recreation Participation Rates**	Increase sport and recreation participation rates at AlburyCity facilities by 2% (2015/2016 – 1,098,338).

3.5	Improved health, employment and education for the Aboriginal community in Albury	Partner organisations
3.5.1	Provide opportunity for the general community to participate and experience Aboriginal culture.	• Aboriginal Community • Aboriginal Community Working Party • AlburyCity
3.5.2	Promote access to Aboriginal facilities, programs and services. Advocate and support Federal and State strategies which support Aboriginal communities.	• Aboriginal Community • Aboriginal Community Working Party • Woomera • Albury Wodonga Aboriginal Health Service • AlburyCity
3.5.3	Consult and engage with the local Aboriginal community on changes that will affect them.	• AlburyCity • Local businesses • Aboriginal Community Working Party • State agencies • Local Aboriginal Land Council
3.5.4	Advocate employment opportunities for the Aboriginal community.	• AlburyCity • Local businesses • Aboriginal Community Working Party • State agencies
3.5.5	Implement priorities from the Aboriginal Community Working Party.	• Aboriginal Community Working Party • AlburyCity

3.5 Improved health, employment and education for the Aboriginal community in Albury	Partner organisations
3.5.6 Support the recognition of Aboriginal culture and protocols.	• AlburyCity • City of Wodonga • Local businesses • Aboriginal Community Working Party • Local Aboriginal Land Council
3.5.7 Education programs to be made available through educational institutions.	• Department of Education • Universities • Albury and Wodonga TAFE • Local Aboriginal Education Consultative Group

Outcome 3.5 Improved health, employment and education for the Aboriginal community in Albury	
Performance Indicators	**Measures and Targets 2020**
3.5a **Community Working Party measures 'Closing the Gap' priorities**	Identify and prioritise actions. Report on implementation progress by 2016.

3.6	The improved settlement of people from diverse cultures.	Partner organisations
3.6.1	Welcome people from a variety of cultural backgrounds to Albury and the region.	• Volunteer Resource Bureau • AlburyCity • Murray Now • State and Federal agencies • Community Groups • Advisory Groups • Community Relations Commission • Businesses • Multicultural NSW Regional Advisory Committee • NSW Police
3.6.2	Facilitate pathways to connect migrants with employment networks and encourage businesses to employ migrants.	• Volunteer Resource Bureau • AlburyCity • Community Groups • Businesses
3.6.3	Promote the value of multiculturalism in the community through opportunities of cultural expression and awareness.	• Cultural industry • Volunteer Resource Bureau • AlburyCity • Community Groups • Multicultural NSW Regional Advisory Committee
3.6.4	Continue to provide education and training opportunities to improve skills, education and job opportunities.	• Albury and Wodonga TAFE • Albury Wodonga Community College • Universities • Businesses

3.6	The improved settlement of people from diverse cultures.	Partner organisations
3.6.5	Provide access to interpreting and language services.	• Centrelink • Health Services; Specialists • Job Services Australia • AlburyCity

Outcome 3.6 The improved settlement of people from diverse cultures.		
Performance Indicators		**Measures and Targets 2020**
3.6a	**Skilled migrants coming to the region**	Increase percentage of skilled migrants coming to Riverina / Albury compared with year previous. Increase in total number of migrants moving to Albury / Wodonga.
3.6b	**Skill shortages and skilled migrant programs**	Regional programs that help supply the skill needs of regional employers are provided and promoted.
3.6c	**Translation services**	Raise awareness amongst services and organisations as to the Government Translating and Interpreting Services (TIS National) available. 100% of AlburyCity Customer Service staff are aware of TIS National. Organisations continue to liaise with the Albury/Wodonga Volunteer Resource Bureau – regarding settlement services.
3.6d	**Community education programs that assist with understanding the value of cultural diversity**	Continue to foster cultural celebrations amongst newly arrived community members. Cultural celebrations held annually. AlburyCity to support at least one major cultural celebration per year. Newly arrived community members develop their own community organisation and participate in at least one cultural event annually. Cultural diversity appreciated – (the different ways people express themselves depending on their cultural backgrounds)

3.7	Increased participation in a diverse range of art and cultural activities in Albury.	Partner organisations
3.7.1	Activate the cultural precinct and create connections between stakeholder facilities.	• AlburyCity • Cultural organisations • Artists • Cultural industry professionals • Murray Conservatorium • Event partners / organisers
3.7.2	Provide a diverse range of experiences in Albury – including entertainment, culture and sport. Support community-driven performance and events.	• Cultural organisations • Artists • Cultural industry professionals • AlburyCity • Murray Conservatorium
3.7.3	Implement economically sustainable cultural initiatives.	• Cultural organisations • La Trobe University • Charles Sturt University • Albury and Wodonga TAFE • Murray Conservatorium
3.7.4	Ensure provision of accessible, high quality, and innovative cultural facilities and services.	• Cultural organisations • AlburyCity • Charles Sturt University
3.7 5	Protect, enhance and promote items of built, natural and cultural heritage significance.	• AlburyCity • Office of Environment and Heritage • Murray Conservatorium

3.7	Increased participation in a diverse range of art and cultural activities in Albury.	Partner organisations
3.7.6	Encourage, support and foster sustainable organisations to deliver cultural experiences.	• AlburyCity • Murray Arts • Murray Conservatorium • Hot House Theatre

Outcome 3.7 Increased participation in a diverse range of art and cultural activities in Albury.		
Performance Indicators		**Measures and Targets 2020**
3.7a	**$ spend on cultural activity**	Increase dollar spend on cultural activities in Albury compared with previous years
3.7b	**Passive and active cultural participation rates for AlburyCity facilities and services**	**MAMA**: 100,000 visitors per year to increase to 120,000 by 2020. **Library Museum**: Maintain visitation and loan figures at 2016 levels. **Lavington Library**: Maintain visitation and loan figures at 2016 levels. **Albury Entertainment Centre**: A 2% increase (1,100 visitors) in participation rate compared with 2016 figures. **Wood Fired Oven**: Maintain levels of free bakes at 27 per year and private bookings at 35 per year. **AlburyCity Collections**: A 5% increase of collection catalogued; Continued development, documentation and preservation of the cultural collections.

Outcome 3.7 Increased participation in a diverse range of art and cultural activities in Albury.	
Performance Indicators	**Measures and Targets 2020**
3.7c **Cultural programs developed from within our community**	**Theatre**: 5 events/partnerships in annual subscription season with Australian signature companies; Maintain level of community, state, national and international programming; Remain accessible for community access. **Social History**: 50% of exhibitions generated in house; at least one public program per exhibition; develop an exhibition program to showcase emerging artists; 15 artists engaged per annum to develop new work. **Library & Information programs**: Maintain public access technology usage; A range of public programs delivered including childhood literacy program, reader and writer development programs, home library service. **Cultural Development**: Community and Cultural grants program delivered: 15 groups engaged and seven projects delivered. **Publications**: Two self-initiated collection based or partnership publications annually. **Volunteer engagement**: Minimum of 20 volunteer hours per week within Cultural Services. **Visual Arts**: 50% of exhibitions generated in house; at least one public program per exhibition; develop an exhibition program to showcase emerging artists; 20 artists engaged per annum to develop new work; six public art projects delivered per annum.
3.7d **Improved Cultural outcomes**	**Creativity stimulated** **Aesthetic enrichment experienced** **New knowledge, ideas and insights gained** **Connection to shared heritage experienced**

Australian Citizenship
Australian Citizenship
Australian Citizenship
ALBURY WODONGA

THEME FOUR
A Leading Community

THEME FOUR:
A LEADING COMMUNITY

This theme involves establishing strong government and regional networks, empowering the community to contribute to the future direction of the city, developing future leaders and providing inclusive decision making processes.

Key outcomes have been identified by the community and strategic actions will bring the outcomes to life.

Progress will be measured by working together towards short and medium term targets and reporting results back to the community.

OUTCOMES

4.1 The community is consulted on all major changes that will affect them

4.2 Regional issues are addressed through an integrated approach

4.3 The Albury community provides resources and opportunities to develop future leaders

4.4 Albury plans and leads with good governance

WHAT YOU CAN DO.

- Join the AlburyCity Community Engagement Group
- Visit the 'Have a Say' page on the AlburyCity website
- Consult other agency websites
- Attend and contribute to a Youth Forum
- Attend Council meetings
- Business to Business networking
- Lobby your local Member for change
- Consider regional and cross border opportunities for your workplace
- As a young person, be heard

4.1	The community is consulted on all major changes that will affect them	Partner organisations
4.1.1	Council, state agencies and other public service providers develop and implement community engagement plans to engage the community on a broad range of issues – report results of consultation back to community.	• State agencies • AlburyCity • Public service providers • Community groups
4.1.2	Use new technologies for engagement and promotion where appropriate – including on-line engagement and social networking.	• State agencies • AlburyCity • Public service providers • Community groups
4.1.3	Target the communication with community where possible and identify opportunities to facilitate and partner in projects and services.	• State agencies • AlburyCity • Public service providers

Outcome 4.1 The community is consulted on all major changes that will affect them	
Performance Indicators	**Measures and Targets 2020**
4.1a **AlburyCity Community Satisfaction Survey** - Community input into Council decision-making - Provision of Council information to the community - Overall satisfaction with Council's communication with the community.	Satisfaction with Council's communication improves by 10% by 2020.

4.2	Regional issues are addressed through an integrated approach	Partner organisations
4.2.1	Continue to lobby regarding cross border anomalies.	• Chief Executive Officers Cross Border Forum • AlburyCity • City of Wodonga • NSW and Victorian State Governments • Cross Border Commissioner • Cross Border Advisory Committee
4.2.2	Continue regional collaboration to enhance cross border co-operation, recognise growth opportunities and to foster consistency and better use of resources.	• AlburyCity • City of Wodonga • NSW and Victorian State Governments
4.2.3	Encourage regional connections, collaborations and strategic partnerships including contributing to, and actively participating in, relevant regional joint organisations.	• AlburyCity • Regional Joint Organisation of Councils

Outcome 4.2 Regional issues are addressed through an integrated approach		
Performance Indicators		**Measures and Targets 2020**
4.2a	**Number of joint representations made to other levels of government**	Maintain collaborative arrangements between cross border, and regional councils and interest groups. Report on joint representations monthly.

4.3	The Albury community provides resources and opportunities to develop future leaders	Partner organisations
4.3.1	Consider the views and needs of children and young people – develop strategies to allow children and young people to contribute to the City's future.	• NSW Department of Education • Education providers • AlburyCity
4.3.2	Provide opportunities and mentoring programs for developing future community leaders.	• NSW Department of Education • Education providers • AlburyCity • Business networks • Chambers of Commerce
4.3.3	Advocate and support training opportunities in collaboration with community, industry and stakeholders to develop and retain future leaders.	• AlburyCity • State and federal agencies • Business networks • Education providers • Chambers of commerce
4.3.4	Lead tailored 'capacity building' programs for delivery to LGAs and community groups to promote regional development. Bring together leaders from businesses and community.	• AlburyCity • Chambers of commerce • Local councils
4.3.5	Facilitate volunteering opportunities and information about volunteering to in all sectors of the community.	• AlburyCity • User groups • Volunteer Resource Bureau • NSW Dept Sport and Recreation • Government agencies • Local businesses

4.3	The Albury community provides resources and opportunities to develop future leaders	Partner organisations
4.3.6	Showcase the leaders in our community.	• Local businesses • AlburyCity • Chambers of Commerce • State and Federal Members of Parliament

Outcome 4.3 The Albury community provides resources and opportunities to develop future leaders		
Performance Indicators		**Measures and Targets 2020**
4.3a	**Professional development opportunities provided by employers**	100% of AlburyCity employees offered professional development through skill set development. 100% of AlburyCity staff requiring Compliance Training complete the training prior to the expiration of qualification currency. AlburyCity trainees at 10% of AlburyCity workforce.
4.3b	**Leadership development workshops and training programs**	100% of AlburyCity leaders are provided opportunities to participate in the AlburyCity Leadership Development Program.

4.4	Albury plans and leads with good governance	Partner organisations
4.4.1	Implement state government legislated priorities.	• Other local councils • AlburyCity
4.4.2	Consider risk implications and risk management in the implementation of projects and strategies.	• Businesses • AlburyCity
4.4.3	Provide high quality, relevant and innovative customer service.	• Businesses • AlburyCity
4.4.4	Foster and support local democracy and leadership.	• Other local councils • AlburyCity
4.4.5	Ensure technical resources and infrastructure are current and maintained.	• Businesses • AlburyCity
4.4.6	Apply principles of good governance, openness and transparency.	• Businesses • AlburyCity • Other local councils
4.4.7	Support and encourage an innovative community.	• Businesses • AlburyCity • Other local councils • Community groups • Community centres

Outcome 4.4 Albury plans and leads with good governance	
Performance Indicators	**Measures and Targets 2020**
4.4a **Achievement of Albury 2030 strategic actions**	Targets for all responsible / partnership organisations reported through End of Term report - 2020.
4.4b **NSW Local Government Act - Integrated Planning and Reporting requirements**	Required legislative reporting completed including: - Community engagement strategy - Community strategic plan - AlburyCity four-year Delivery Program - AlburyCity Operational Plan - AlburyCity quarterly report to Council and community on Albury 2030 progress - Annual Report - End of Term Report.

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