The city of Wodonga occupies an enviable position as one of Victoria’s fastest-growing regional cities.

The current population is 39,644 persons and the designated growth areas have the capacity to support an ultimate population of 100,000 persons.

In addition to responding to the needs of its own population, the city of Wodonga plays an important role as a retail, employment, community services and recreation hub servicing an extended regional catchment of approximately 175,000 persons.

The city is well placed to accommodate the projected growth having completed a range of strategic investigations.

Beyond preparation of various strategies and action plans, the city has invested in its own future and acted with great foresight by:

- Acquiring the Baranduda Fields site for future active recreation;
- Facilitating development of key employment sites such as Logic;
- Working with government to remove rail infrastructure from the centre of Wodonga;
- Pursuing redevelopment and revitalisation of the central business area (CBA); and,
- Identifying land that will be set aside and preserved for environmental reasons in advance of development.

The Wodonga Growth Strategy, seeks to provide land use direction in relation to the location and preferred form of growth within the city.

The growth strategy builds on the objectives of the Wodonga Council Plan up to 2036 and beyond - our people, our city, our future - and focuses on two key themes - liveability and prosperity.

Liveability and prosperity have been chosen as the two key themes because the city has clearly recognised the positive relationship between liveability and prosperity in guiding the growth of the city to date and these themes will have on-going relevance for the future of the city.

In providing guidance regarding the preferred location and form of growth, the growth strategy provides clear direction to developers, service providers and the community.

The growth strategy will also play an important role in establishing the basis for advocacy on behalf of the city particularly with regard to investment, infrastructure funding and delivery and other programs.

I look forward to working with the whole Wodonga community in delivering the recommendations of the Wodonga Growth Strategy.
What is the growth strategy

The Wodonga Growth Strategy is one of the key guiding documents that will provide guidance to Wodonga Council and the community about how Wodonga should grow and change in the future.

Wodonga is a city that offers a wealth of lifestyle, economic, education and service opportunities. As a regional city it provides the liveability associated with the country, but as a thriving city, with a close relationship to Albury, Wodonga provides many of the opportunities often associated with a prosperous metropolitan area.

Wodonga’s population is growing, aging and diversifying. As one of the fastest growing regional cities in Victoria, Wodonga is anticipated to reach a population of 54,728 by 2031, and has the capacity to support an ultimate population of 100,000 people. Wodonga also serves an important regional role, servicing a catchment of approximately 175,000 people.

Enhancing the existing liveability and prosperity of the city as it grows and changes are the overarching ideals that underpin this growth strategy. The ideals have been chosen as best representing the unique character, composition and distinct identity of the city, and identifying the important role that Wodonga plays as a service centre to the broader region.

Growth and change in the city has the capacity to enhance the composition of Wodonga if it is properly directed and delivered co-operatively. Achieving increased liveability and prosperity will require specific guidance and management by the council, and active participation and support by key stakeholders. This growth strategy takes a long-term view, and will be the platform to provide that guidance and support.

The growth strategy has been prepared having regard to extensive planning work that has already been undertaken by the council as well as the State Government. In particular, the growth strategy has been informed by, and provides further direction to, the Hume Regional Growth Plan.

Purpose of the growth strategy

- Demonstrate leadership
- Provide certainty and direction
- Develop confidence
Structure of the *Wodonga Growth Strategy*

The *Wodonga Growth Strategy* has been structured to provide a clear and easy to follow format for how the strategy should be used, and how the key vision, objectives and actions have been determined.

The *Wodonga Growth Strategy* has been structured to provide clear reference to the *Hume Regional Growth Plan*, by adopting the six themes of the regional plan as the structure for the vision and objectives of the *Wodonga Growth Strategy*.
The Vision

The overarching vision for the growth of Wodonga

To strengthen the role of Wodonga as one of the largest inland cities in regional Victoria

To progressively enhance the liveability and prosperity of the city of Wodonga for the benefit of existing and future generations
Within each theme, a series of actions have been identified that will contribute to achievement of the objectives within the growth strategy. This implementation plan identifies how and when each action should be undertaken, by:

- Identifying what type of action it is;
- Who should take the lead on each action;
- What the council’s role is in undertaking the action; and,
- In what timeframe the action should be completed.

### Council Role

**Council Responsibility** - Actions the council implements

**Council Advocacy** - Actions where the council influences others to act

**Council Collaboration** - Actions where the council collaborates with other stakeholders

### Action Types

- **Policy/Strategy** - Requires review or preparation of a policy, strategy or other strategic or investigatory document
- **Advocacy/Partnership** - Requires working with other people, agencies and communities and developing partnerships to influence outcomes
- **Strategic Direction** - A course of action or position that will lead to achievement of the vision and/or objectives in the growth strategy
- **Infrastructure** - Requires delivery of physical services, facilities or projects
- **Capacity building** - Requires development of the abilities of individuals, communities, organisations or systems to increase involvement, decision-making and ownership of issues

### Timing

- **Immediate** - within the next year
- **Short** - 1 to 2 years
- **Medium** - 2 to 4 years
- **Long** - 4 years +
- **Ongoing**
Wodonga’s neighbourhoods and settlements will grow and change over time. Wodonga recognises that growth, if proactively managed and co-ordinated, can deliver positive outcomes for the existing and future residents and creates opportunities to improve the liveability and prosperity of the city.

Emphasis is to be placed on directing different types of development to preferred and suitable locations, co-ordinating infrastructure and service delivery with development, and ensuring new and revitalised communities embody the characteristics of a sustainable neighbourhood.

1. To define a clear settlement hierarchy, with multiple growth fronts that can accommodate a range of different development types.

2. To emphasise urban design and the principles of the sustainable neighbourhoods when considering new development opportunities and proposals.

3. To adopt a strategic, holistic and equitable approach to funding and delivery of infrastructure to meet the needs of a growing population.

Key Issues

- Population change and land supply
- Settlement type
- Multiple development fronts
- Housing diversity
- Urban consolidation
- Sustainable neighbourhoods
- Infrastructure delivery
## Implementation Plan

<table>
<thead>
<tr>
<th>Action Number</th>
<th>Action</th>
<th>Action Type</th>
<th>Action Lead</th>
<th>the council</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2</td>
<td>Work collaboratively with the development community to encourage residential development outcomes in accordance with the growth strategy, with a focus on encouraging residential development within the central business area.</td>
<td>Advocacy/Partnership</td>
<td>Development Community</td>
<td>Council Collaboration</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A3</td>
<td>Prepare comprehensive Development Plans for existing and new growth areas that incorporate the urban design principles and infrastructure delivery objectives articulated in the growth strategy and any future Neighbourhood Character Analysis and Housing Strategy.</td>
<td>Advocacy/Partnership</td>
<td>Development Community</td>
<td>Council Collaboration</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A4</td>
<td>Prepare a Neighbourhood Character Analysis to identify existing and preferred neighbourhood character across Wodonga’s different neighbourhoods. The Neighbourhood Character Analysis will be used as an input to the Housing Strategy.</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short</td>
</tr>
<tr>
<td>A5</td>
<td>Prepare a Housing Strategy that seeks to achieve the objectives of the growth strategy, by encouraging a range of residential development outcomes that meet the city’s projected growth in a sustainable manner</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short</td>
</tr>
<tr>
<td>A6</td>
<td>Prepare a Planning Scheme Amendment to implement the outcomes of the Housing Strategy and Neighbourhood Character Analysis.</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A7</td>
<td>Prepare a Precinct Structure Plan and supporting development contribution plan (or similar) for the Leneva-Baranduda Growth Area.</td>
<td>Policy/Strategy</td>
<td>Metropolitan Planning Authority</td>
<td>Council Collaboration</td>
<td>Short</td>
</tr>
</tbody>
</table>
The diverse needs of the existing and future communities of Wodonga will be met with a range of open spaces, community, health and education facilities. The quality, diversity and accessibility of these spaces and facilities is key to fostering a healthy, vibrant and resilient community, and the council will work collaboratively with a range of bodies to ensure the timely delivery and efficient operation of these facilities as the population grows.

Objectives

4. To ensure a growing Wodonga is supported by and has access to a range of high quality, diverse and interconnected open spaces.

5. To ensure that high quality and accessible community, health and education services are available to the community as Wodonga grows.

Key Issues

- Community infrastructure
- Open space
- Recreation
## Implementation Plan

<table>
<thead>
<tr>
<th>Action Number</th>
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<tbody>
<tr>
<td>A8</td>
<td>Review and update the Draft Open Space Strategy. The Open Space Strategy will include an assessment of open space needs and preferred open space forms in new growth areas, and will make recommendations regarding appropriate open space contributions levels and mechanisms.</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A9</td>
<td>Actively market Wodonga as a city characterised by its open space setting.</td>
<td>Advocacy/Partnership</td>
<td>Council/Development Industry</td>
<td>Council Advocacy</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A10</td>
<td>Build the capacity of the council's departments and the development industry to respond to and take ownership of decisions that will promote the enhanced character of Wodonga.</td>
<td>Capacity Building</td>
<td>Council/Development Industry</td>
<td>Council Collaboration</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A11</td>
<td>Develop and communicate to the development industry a clear internal policy on practical retention of scattered trees.</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short</td>
</tr>
<tr>
<td>A12</td>
<td>Undertake more detailed Community Infrastructure Needs Assessments for the three catchments identified in the growth strategy, including an assessment of higher order and regional facilities.</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short-medium (can be staged)</td>
</tr>
<tr>
<td>A13</td>
<td>Prepare a funding strategy (including consideration of development contributions) for community infrastructure required as a result of the Community Infrastructure Needs Assessments.</td>
<td>Policy/Strategy</td>
<td>Council/Metropolitan Planning Authority</td>
<td>Council Responsibility</td>
<td>Short-medium (can be staged)</td>
</tr>
<tr>
<td>A14</td>
<td>Develop Baranduda Fields.</td>
<td>Infrastructure</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short-medium (can be staged)</td>
</tr>
<tr>
<td>A15</td>
<td>Support expansion of education offering at the La Trobe University campus.</td>
<td>Advocacy/Partnership</td>
<td>Council</td>
<td>Council Advocacy</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
Transport underpins the liveability and prosperity of cities and connects people to jobs, services and the wider region. Wodonga will continue to be a car-dominated community for the foreseeable future, however, further emphasis is required on improving attractive alternative modes of transport such as walking, cycling and public transport to ensure an integrated transport system is achieved.

### Key Issues

- Integrated transport
- Healthy, equitable and sustainable transport
- Freight and industry movement

### Objectives

6. To ensure land use planning considers transport objectives and provides opportunities for sustainable transport options.

7. To encourage walkability through an improved pedestrian network with strong pedestrian links to the CBA.

8. To encourage cycling as a mode of transport with strong bicycle links to the CBA and end of network facilities to ensure cycling can be a practical travel option.

9. To improve the accessibility of public transport and encourage the use of the public transport network as an alternative mode of transport in and around Wodonga.

10. To promote the major freight hub in Wodonga as a place to do business including inter modal transfers.

11. To improve transport infrastructure to support road and freight network improvements, pedestrian and cycle priority, public transport accessibility and public realm improvements within the CBA.

12. To plan for and progressively deliver improved public transport and non-car based transport options throughout the growth areas including the Lenêva-Baranduda growth area.
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<tr>
<th>Action Number</th>
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<th>the council</th>
<th>Timing</th>
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</thead>
<tbody>
<tr>
<td>A16</td>
<td>Undertake a Planning Scheme Amendment to strengthen the importance of ensuring sustainable transport options are considered as part of the Wodonga Integrated Transport Strategy and Priority Implementation Plans.</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short</td>
</tr>
<tr>
<td>A17</td>
<td>Progressively undertake projects identified in the Wodonga Integrated Transport Strategy and Priority Implementation Plans.</td>
<td>Infrastructure</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A18</td>
<td>Progressively develop the principal pedestrian network and principal bicycle network in accordance with the Wodonga Integrated Transport Strategy, the growth strategy and the Precinct Structure Plan for Leneva-Baranduda.</td>
<td>Infrastructure</td>
<td>Council/Development Community</td>
<td>Council Responsibility</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A19</td>
<td>Work collaboratively with relevant agencies, including Public Transport Victoria and bus service providers, to review and seek improvements to the public transport network.</td>
<td>Infrastructure</td>
<td>Public Transport</td>
<td>Council Advocacy</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A20</td>
<td>Advocate for State and Federal Government funding to improve freight networks and deliver additional business and investment opportunities at Logic Wodonga.</td>
<td>Infrastructure</td>
<td>Council/Government Agencies</td>
<td>Council Advocacy</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
Wodonga will continue to grow as North East Victoria’s premier economic centre, with a vibrant, diverse and innovative economy that will continue to attract residents and visitors to the city. The thriving economy will be built around activation of the CBA, enhancement of existing employment nodes and strengthening of the tourism and education sectors.

Objectives

13. To establish a coherent and tiered retail hierarchy that recognises and reinforces the primacy of the central business area (CBA) in order to meet the needs of both its regional and local catchments and to provide for Wodonga’s existing and future communities.

14. To support the delivery of mixed use, walkable local town centres that are co-located with community services and facilities wherever possible and which maximise opportunities for multipurpose trips and reduced reliance on car based travel.

15. To support and encourage revitalisation and diversification of the central business area as a vibrant, modern mixed-use centre.

16. To promote growth, productivity and diversification of employment opportunities within Wodonga.

Key Issues

- Central business area revitalisation
- Local town centres
- Employment and industrial
- Tourism
<table>
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<tr>
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<th>the council</th>
<th>Timing</th>
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</thead>
<tbody>
<tr>
<td>A21</td>
<td>Prepare a Retail Strategy that includes a capacity analysis of the CBA and local activity centres and confirms floorspace allocations for each centre.</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A22</td>
<td>Prepare a Planning Scheme Amendment to implement Wodonga's retail and employment hierarchy in accordance with the growth strategy and the Retail Strategy.</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A24</td>
<td>Prepare a Planning Scheme Amendment to incorporate the recommendations of recent strategic planning projects to revitalise the CBA, including amendments that will enable uses, including temporary uses, that will activate the CBA.</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A25</td>
<td>Prepare Public Domain Plans to provide clear guidance on desired streetscape design outcomes in the CBA and elsewhere.</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A26</td>
<td>Progressively implement projects and plan to revitalise the CBA identified in the CBA Revitalisation Plan and any future Public Domain Plan.</td>
<td>Infrastructure</td>
<td>Council/Development Community</td>
<td>Council/Development</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A27</td>
<td>Undertake an economic analysis of housing markets in Wodonga as an input to the Housing Strategy, to assess the viability of increased infill development in the CBA and surrounds.</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short</td>
</tr>
<tr>
<td>A29</td>
<td>Prepare an Industrial Land Use Strategy</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A30</td>
<td>Undertake progressive rezoning for industrial development in accordance with the Industrial Land Use Strategy.</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A31</td>
<td>Prepare an updated masterplan for Gateway Island</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A32</td>
<td>Prepare a Waterways Activation Strategy to provide guidance on nature-based recreation opportunities</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A33</td>
<td>Prepare a Tourism Infrastructure Masterplan and Hills Activation Strategy</td>
<td>Policy/</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A34</td>
<td>Actively support expansion and diversification of Wodonga’s tertiary education sector</td>
<td>Advocacy/Partnership</td>
<td>Council</td>
<td>Council Advocacy</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
Respecting the environment and heritage of a place is a priority, and as Wodonga grows, it is important to recognise and incorporate the valuable uniqueness that the city’s environmental values and heritage can make to the urban form.

Objectives

17. To pursue protection and management of conservation land, recognising its various roles, for the benefit of existing and future generations

18. To take a strategic, co-ordinated and balanced approach to management of the water cycle at all stages of planning for and delivering development.

19. To sensitively respond to, manage and integrate sites and features of historical and cultural heritage when planning for new growth and development

Key Issues

- Biodiversity conservation
- Whole of Water Cycle management
- Aboriginal cultural heritage and European historic features
## Implementation Plan

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>A35</td>
<td>Prepare conservation management plans for the three categories of</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
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<td></td>
<td>conservation land, and for land yet to be transferred into public</td>
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<td></td>
<td>ownership</td>
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<tr>
<td>A36</td>
<td>Investigate a potential funding model to fund ongoing management of</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
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<tr>
<td></td>
<td>environmental/conservation land in Leneva-Baranduda as part of the</td>
<td></td>
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<tr>
<td></td>
<td>Precinct Structure Plan for the growth area.</td>
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<tr>
<td>A37</td>
<td>Develop a policy with regard to development of essential infrastructure</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
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<td></td>
<td>in WRENS land</td>
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<tr>
<td>A38</td>
<td>Prepare Hills Activation Strategy to define the recreational role of</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>conservation land where appropriate.</td>
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<tr>
<td>A39</td>
<td>Prepare and communicate a Development Charter that articulates the</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>balanced approach the council will adopt to achieve desired efficient</td>
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<td></td>
<td>and environmentally sustainable development outcomes in Leneva-Baranduda.</td>
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<tr>
<td>A40</td>
<td>Complete and implement Whole of Water Cycle Management Plan</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td></td>
</tr>
</tbody>
</table>
As the city grows, development within Wodonga’s rural landscapes will need to carefully balance the increasing desire for low density and rural living with environmental and landscape character and constraints as well as the agricultural productivity of these areas.

Objectives

17. To recognise and preserve the agricultural, environmental and landscape values of the rural regions of Wodonga.

Key Issues

- Low density residential and rural living development
- Rural land
# Implementation Plan

<table>
<thead>
<tr>
<th>Action Number</th>
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<th>the council</th>
<th>Timing</th>
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</thead>
<tbody>
<tr>
<td>A41</td>
<td>Prepare a Planning Scheme Amendment to implement the Bonegilla</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>Structure Plan.</td>
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</tr>
<tr>
<td>A42</td>
<td>Prepare a structure plan for the Killara township.</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A43</td>
<td>Investigate preferred locations for low density housing and rural</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>living as part of preparation of the Housing Strategy.</td>
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</tbody>
</table>
The city of Wodonga occupies an enviable position as one of Victoria’s fastest-growing regional cities.

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In addition to responding to the needs of its own population, the city of Wodonga plays an important role as a retail, employment, community services and recreation hub servicing an extended regional catchment of approximately 175,000 persons.

The city is well placed to accommodate the projected growth having completed a range of strategic investigations.

Beyond preparation of various strategies and action plans, the city has invested in its own future and acted with great foresight by:

▶ Acquiring the Baranduda Fields site for future active recreation;
▶ Facilitating development of key employment sites such as Logic;
▶ Working with government to remove rail infrastructure from the centre of Wodonga;
▶ Pursuing redevelopment and revitalisation of the central business area (CBA); and,
▶ Identifying land that will be set aside and preserved for environmental reasons in advance of development.

The Wodonga Growth Strategy, seeks to provide land use direction in relation to the location and preferred form of growth within the city.

The growth strategy builds on the objectives of the Wodonga Council Plan up to 2036 and beyond - our people, our city, our future - and focuses on two key themes – liveability and prosperity.

Liveability and prosperity have been chosen as the two key themes because the city has clearly recognised the positive relationship between liveability and prosperity in guiding the growth of the city to date and these themes will have ongoing relevance for the future of the city.

In providing guidance regarding the preferred location and form of growth, the growth strategy provides clear direction to developers, service providers and the community.

The growth strategy will also play an important role in establishing the basis for advocacy on behalf of the city particularly with regard to investment, infrastructure funding and delivery and other programs.

I look forward to working with the whole Wodonga community in delivering the recommendations of the Wodonga Growth Strategy.
# Table of Contents

## A  About the *Wodonga Growth Strategy*  6

<table>
<thead>
<tr>
<th>1 Introduction</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Overview</td>
<td>7</td>
</tr>
<tr>
<td>1.2 What is the growth strategy</td>
<td>8</td>
</tr>
<tr>
<td>1.3 How will this growth strategy be used?</td>
<td>11</td>
</tr>
<tr>
<td>1.4 How has this growth strategy been prepared?</td>
<td>12</td>
</tr>
<tr>
<td>1.4.1 Methodology</td>
<td>12</td>
</tr>
<tr>
<td>1.4.2 Structure of this Document</td>
<td>14</td>
</tr>
<tr>
<td>1.5 Wodonga’s Ideals</td>
<td>16</td>
</tr>
</tbody>
</table>

## B  Vision and Objectives  18

<table>
<thead>
<tr>
<th>2 Introduction</th>
<th>19</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Purpose</td>
<td>19</td>
</tr>
<tr>
<td>2.2 Structure</td>
<td>20</td>
</tr>
<tr>
<td>3 Vision for Growth of Wodonga</td>
<td>22</td>
</tr>
</tbody>
</table>

### 4  Efficient and Sustainable Settlements  24

<table>
<thead>
<tr>
<th>4.1 Context</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2 Guiding Principle</td>
<td>26</td>
</tr>
<tr>
<td>4.3 Key Strategic Documents</td>
<td>27</td>
</tr>
<tr>
<td>4.4 Objectives, Strategies and Actions</td>
<td>30</td>
</tr>
<tr>
<td>4.5 Further Detailed Initiatives</td>
<td>40</td>
</tr>
<tr>
<td>4.5.1 New Subdivision Design and Assessment Process</td>
<td>40</td>
</tr>
<tr>
<td>4.5.2 Standardised Development Contributions</td>
<td>42</td>
</tr>
</tbody>
</table>

### 5  Healthy, Vibrant, Resilient Communities  44

<table>
<thead>
<tr>
<th>5.1 Context</th>
<th>44</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2 Guiding Principle</td>
<td>45</td>
</tr>
<tr>
<td>5.3 Key Strategic Documents</td>
<td>46</td>
</tr>
<tr>
<td>5.4 Objectives, Strategies and Actions</td>
<td>52</td>
</tr>
<tr>
<td>5.5 Further Detailed Initiatives</td>
<td>64</td>
</tr>
<tr>
<td>5.5.1 Retention of scattered trees</td>
<td>64</td>
</tr>
<tr>
<td>5.5.2 Baranduda Fields Masterplan</td>
<td>66</td>
</tr>
</tbody>
</table>

### 6  A Mobile and Connected Region  68

<table>
<thead>
<tr>
<th>6.1 Context</th>
<th>68</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2 Guiding Principle</td>
<td>69</td>
</tr>
<tr>
<td>6.3 Key Strategic Documents</td>
<td>70</td>
</tr>
<tr>
<td>6.4 Objectives, Strategies and Actions</td>
<td>75</td>
</tr>
</tbody>
</table>
About the Wodonga Growth Strategy
Wodonga is a city that offers a wealth of lifestyle opportunities in a regional area, while also providing the economic, educational and service opportunities usually associated with a metropolitan area. Wodonga’s unique relationship with its twin city, Albury, its strategic location on a nationally important transport route, community, education and employment opportunities and distinctive natural features and resources including the Murray River, the surrounding hillsides, Lake Hume and Victorian ski fields, are key strategic advantages that collectively create the conditions for a liveable and prosperous community.

This combination of liveability and prosperity makes Wodonga a very attractive place for residents and business to locate and, as such, the city is growing and changing. The city has sustained a consistent period of growth and change, and is predicted to grow to a population of 54,728 by 2031 with capacity to accommodate an ultimate population of 100,000 people. At this population level, Wodonga will rival Albury in population size, with the footprint of the urban area set to expand significantly though new growth areas and continued development in the employment nodes. Notwithstanding the scale of the planned growth, the city will maintain a compact, accessible urban area that will be complemented by a surrounding rural context.

To properly accommodate this growth and change, the council is committed to strategic leadership that will ensure that the strengths and unique conditions Wodonga has to offer are reflected in best-practice and evidence-based land use planning initiatives. The Wodonga Growth Strategy represents Wodonga’s vision with respect to how growth and change in the city can create positive outcomes for the existing and future residents of the city, and continue to ensure the city provides leadership in supporting growth that will enhance the liveability and prosperity of the city of Wodonga.

As Wodonga’s population grows, ages and diversifies, achieving increased liveability and prosperity will require specific guidance and management by the council, and active participation and support by key stakeholders. This growth strategy is intended to be the platform to provide that guidance and support.
1.2 What is a growth strategy

A growth strategy is one of the council’s principal guiding documents, which establishes a vision for how the city would like to grow over the long term. A growth strategy is specifically focused on land-use planning and change, and sets targeted objectives and actions for how the City’s vision could be achieved from this land-use planning perspective.

The objectives and actions in a growth strategy are developed having regard to the issues, challenges and opportunities that are identified through intensive analysis and understanding of the conditions of the City, historical and emerging trends, and changes in local and state government policy.

By definition, a growth strategy must adopt a long-term planning horizon to be most effective. The Wodonga Growth Strategy identifies sufficient land to achieve an ultimate population of 100,000 persons which will not be achieved until well into the future (by 2060) but the focus of the strategy is the period from now till 2031. The vision, objectives and actions seek to guide and manage change in a way that creates positive outcomes for the city and its current and future community.

Preparation of a growth strategy is complex, given the breadth of issues that need to be considered and addressed in a land-use planning context. In many cases, the issues raised during preparation of a growth strategy present challenges and opportunities that are often competing, and which must be carefully weighed and balanced.

A well prepared and actively managed growth strategy has the capacity to positively shape the urban and rural environment of a City, by facilitating and unlocking development opportunities in a manner that is co-ordinated with delivery of necessary infrastructure.

A growth strategy provides clear direction across a range of the council functions to provide certainty for stakeholders that there is a strategic basis for the council decision-making. A key output of this growth strategy is a Framework Plan that reflects the City’s future land use structure.

It is important to recognise that a growth strategy focuses on growth and change in the City, and how this can be managed through land use planning and decision-making. While the strategy draws on a range of other higher order and related strategies prepared by the council and others, a growth strategy does not and should not seek to analyse or respond to non-land use planning matters that might reasonably be addressed in a whole of municipality Strategic Plan.

The characteristics that make up a successful growth strategy area identified in Table 1.
## Characteristics of a Successful Growth Strategy

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Context</td>
<td>Must be relevant to its context and be based on a detailed understanding of the prevailing conditions - a careful and deliberate understanding of the prevailing conditions will ensure that strategic responses are targeted and have a relevant strategic basis.</td>
</tr>
<tr>
<td>Strategic Basis</td>
<td>Wherever possible should include a clear evidential base for directions and responses - a clear strategic basis will avoid misunderstanding and challenge and will guide discretionary decision-making.</td>
</tr>
<tr>
<td>Integrated</td>
<td>Should acknowledge and support the need for activity and engagement across a range of council functions and levels - shared understanding and ownership will ensure directions can be pursued and implemented with confidence. Municipal growth strategies should also be integrated with any related higher order strategies.</td>
</tr>
<tr>
<td>Focus on structural conditions</td>
<td>Should not become overly embroiled in matters of implementation detail but rather focus on the key structural conditions that will shape the city and guide decision-making and provide guidance for subsequent stages of the planning and development process.</td>
</tr>
<tr>
<td>Vision</td>
<td>Should express a vision for the future that is meaningful in land use and structural terms - a well-expressed meaningful vision will underpin a range of implementation strategies.</td>
</tr>
<tr>
<td>Unambiguous</td>
<td>Should be clearly expressed in text and plan based formats - unambiguous explanation of the issues and strategic responses will avoid uncertainty.</td>
</tr>
<tr>
<td>Direction</td>
<td>Must give direction regarding preferred outcomes particularly where outcomes require exercise of discretion - definition of preferred outcomes will assist in establishing transparency and ensure that a net community benefit can be achieved.</td>
</tr>
<tr>
<td>Timeframe</td>
<td>Successful implementation of a growth strategy will require commitment over an extended timeframe - it is important that strategy provides direction over a timeframe that is relevant to the development context.</td>
</tr>
<tr>
<td>Prioritise</td>
<td>Growth strategy directions should be accompanied by key funding and other priorities - the strategy analysis and responses should assist in identification of priorities and provide justification for their delivery.</td>
</tr>
<tr>
<td>Support</td>
<td>Should be understood and supported by the majority of stakeholders - collective understanding of direction can greatly assist in focusing energy.</td>
</tr>
<tr>
<td>Certainty</td>
<td>Uncertainty is a significant risk in growth area planning and development - a growth strategy should provide certainty and de-risk the planning process particularly in relation to key investment decisions.</td>
</tr>
<tr>
<td>Marketing</td>
<td>An integrated strategy should provide the basis to market the city and to create confidence in investment and infrastructure delivery.</td>
</tr>
</tbody>
</table>
Hierarchy of Relevant Strategies and Documents

(Figure 1)

State
- Plan Melbourne
- Hume Regional Plan
- Hume Regional Growth Plan
- Hume Strategy for Sustainable Communities 2010-2020

Regional
- Upper Hume Sub Regional Plan

Sub-Regional

Local
- Wodonga growth strategy
- Planning Scheme

Area specific
- Precinct Structure Plans
- Development Plans
- Infrastructure Funding and Delivery Plans
- Other Strategies eg. CBA Revitalisation
1.3

How will this growth strategy be used?

The Wodonga Growth Strategy is part of a broader set of plans, strategies and documents that are relevant to Wodonga and the surrounding region.

The Wodonga Growth Strategy provides more detailed guidance with respect to how to respond to higher order regional and state level documents, and provides localised refinement of the objectives and principles they contain.

The objectives, actions and plan-based direction contained within the Wodonga Growth Strategy will be given effect and implemented through Wodonga’s Local Planning Policy Framework and other more topic-specific policies and strategies and will be used to inform local decision-making. Specifically, the Framework Plan that is contained within this growth strategy is intended to be incorporated into the Planning Scheme, and the Municipal Strategic Statement will be updated to align with the objectives and actions contained within this document.

It is important that there is a clear, direct and consistent line of sight between the various documents within the hierarchy, and for this reason, the Wodonga Growth Strategy adopts the principles and themes contained within the Hume Strategy and the Hume Regional Growth Plan as the framework to define more local and specific objectives and actions.
1.4

How has this growth strategy been prepared?

1.4.1 Methodology

The Wodonga Growth Strategy has been prepared having regard to a broad range of strategic investigations that has been undertaken over the years by Wodonga Council and in partnership with other agencies, such as the Department of Environment, Land, Water and Planning (DELWP) and the Metropolitan Planning Authority. The Strategy is the culmination and synthesis of this work into a single, coherent document that can be used by the council, the community and stakeholders to understand the vision and actions for the growth and development of Wodonga.

The key objective of the council has been to ensure that the vision, objectives and policies developed for the Wodonga Growth Strategy are underpinned by rigorous quantitative and qualitative analysis.

Part 4 of the Wodonga growth strategy contains the background report that underpins the growth strategy and provides this rigorous analysis including:

▶ Audit of current growth strategy and supporting information;
▶ Benchmarking against other Australian regional cities;
▶ Review of relevant legislative changes, policy and literature;
▶ Analysis of the spatial, demographic and market composition of Wodonga;
▶ Analysis of residential land supply and demand;
▶ Analysis of industrial land supply and demand; and,
▶ Analysis of social infrastructure provision and needs.
Structure of this Document (1.4.2)

A About the Wodonga growth strategy

- Explains the structure of the Strategy document, how it has been prepared and how it will be used.
- Identifies the underpinning ideals that have framed the preparation of the growth strategy.

- Sets out a long term vision for how we want Wodonga to grow and the key principles underpinning this vision.
- Identifies the objectives, strategies and initiatives/actions that seek to achieve the vision for Wodonga.
- Objectives, strategies and implementation actions are grouped in themes that have a direct connection to the Hume Regional Plan, and the Hume Regional Growth Plan. (As set out below)

B Vision and Objectives

- Efficient and Sustainable Settlements
- Healthy, Vibrant, Resilient Communities
- A Mobile and Connected Region
- A Thriving and Dynamic Economy
- Sustainable Rural Areas
- A Healthy Environment and A Celebrated Heritage
How we will achieve the vision and objectives

- Provides recommendations for how to implement the objectives, policies and actions identified in Part B.
- Recommendations are grouped under the six themes outlined in Part B.
1.5

Wodonga’s Ideals

The Wodonga Growth Strategy has been developed on the expectation that Wodonga will grow and develop over an extended forecast period and that this growth has the capacity to enhance rather than detract from the composition of the city if it is properly directed and delivered co-operatively. Two ideals will guide the growth and development process – liveability and prosperity.

The ideals of liveability and prosperity have been chosen because they best represent the unique character, composition and distinct identity of the city and because these ideals best reflect the history of intervention in these areas that the city has pursued over the preceding decades to great effect for the benefit of existing and future residents.

While the ideals are expressed as two relatively simple words their composition in a growth area planning context is complex and there is an obvious relationship between the ideals as is expressed in the diagram opposite.

These ideals form the basis for a clear and long-term vision for Wodonga.
Liveability

- Community and industry partnerships
- Safe streets and places
- Culture and identity
- Sense of place and identity
- Expressive and dynamic
- Leadership and governance
- Connection to place and history
- Regard for current and future generations
- Amenity and neighbourhood character
- Employment
- Productivity
- Connection to place and identity
- Diversity
- Walkable places
- Ease of movement
- Access to transport
- Sustainable natural environments
- Resilience

Prosperity

- Opportunity
- Cost of living/affordability
- Complete neighbourhoods
- Sense of community
- Health and wellbeing
- Quality of life
- Local needs met
- Space for recreation and entertainment
- Innovation and excellence
- Education and learning
- Housing and services for all
- Culture of equity
- Local and regional connections
- Balance
Vision and Objectives
2.1 Purpose

The purpose of Part B of the growth strategy is to set out a clear vision for how Wodonga should grow.

The vision is supported by further explanation in relation to the six key themes being:

- Efficient and Sustainable Neighbourhoods;
- Healthy, Vibrant and Resilient Communities;
- A Mobile and Connected Region;
- A Thriving and Dynamic Economy;
- A Healthy Environment and A Celebrated Heritage; and,
- Sustainable Rural Communities.
2.2 Structure of Part B

The Structure of Part B is comprised of a vision for Wodonga that is supported by six key themes.

Information and direction is explained for each of the key themes under the following headings.

- **Context**
- **Guiding Principle**
- **Key Strategic Documents**
- **Objectives and Actions / Policies**
- **Further Detailed Initiatives**

Figure 1 provides further explanation the role of each section.
<table>
<thead>
<tr>
<th>Six Themes</th>
<th>Context</th>
<th>Guiding Principle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Six key themes have been drawn from the Hume Regional Growth Plan and provide the framework for articulation of policies and actions that will achieve the Wodonga Growth Strategy Vision.</td>
<td>Briefly summarises the key context and setting for the theme. Further detail can be found in Part 4 of the Wodonga Growth Strategy.</td>
<td>The Guiding principle are articulated for each theme, which seeks to contribute to achievement of the overall vision for Wodonga. The guiding principle is drawn from the Hume Strategic Plan and Regional Growth Plan, but refined to be specific to Wodonga, and to be achievable through land-use planning initiatives.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Strategic Documents</th>
<th>Objectives and Actions / Policies</th>
<th>Further Detailed Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Many documents, strategies and plans have already been prepared that relate to the themes of the growth strategy. This section summarises the relevant aspects of these documents to inform the specific objectives, action and policies that are proposed.</td>
<td>Objectives are defined that will contribute to achievement of the guiding principle identified for each theme, and in turn, will contribute to achievement of the overall vision for Wodonga. Specific actions and policies are identified for each objective to provide specific guidance on how the objectives can be achieved.</td>
<td>This section sets out further detailed explanation of specific key objectives and actions as required.</td>
</tr>
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</table>
3

Vision for Growth of Wodonga

The overarching vision for the growth of Wodonga

To strengthen the role of Wodonga as one of the largest inland cities in regional Victoria

To progressively enhance the liveability and prosperity of the city of Wodonga for the benefit of existing and future generations
Transport underpins the liveability and prosperity of cities and connects people to jobs, services and the wider region. Wodonga will continue to be a car dominated community for the foreseeable future, however, further emphasis is required on improving attractive alternative modes of transport such as walking, cycling and public transport to ensure an integrated transport system is achieved.

Guiding principles for each theme that will achieve this vision

<table>
<thead>
<tr>
<th>Efficient and Sustainable Settlements</th>
<th>Healthy, Vibrant, Resilient Communities</th>
<th>A Mobile and Connected Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wodonga's neighbourhoods and settlements will grow and change over time. Wodonga recognises that growth, if proactively managed and co-ordinated, can deliver positive outcomes for existing and future residents and creates opportunities to improve the liveability and prosperity of the city. Emphasis is to be placed on directing different types of development to preferred and suitable locations, co-ordinating infrastructure and service delivery with development, and ensuring new and revitalised communities embody the characteristics of a sustainable neighbourhood.</td>
<td>The diverse needs of the existing and future communities of Wodonga will be met with a range of open spaces, community, cultural, health and education facilities. The quality, diversity and accessibility of these spaces and facilities is key to fostering a healthy, vibrant and resilient community, and the council will work collaboratively with a range of bodies to ensure the timely delivery and efficient operation of these facilities as the population grows.</td>
<td>Transport underpins the liveability and prosperity of cities and connects people to jobs, services and the wider region. Wodonga will continue to be a car dominated community for the foreseeable future, however, further emphasis is required on improving attractive alternative modes of transport such as walking, cycling and public transport to ensure an integrated transport system is achieved.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>A Thriving and Dynamic Economy</th>
<th>A Healthy Environment and A Celebrated Heritage</th>
<th>Sustainable Rural Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wodonga will continue to grow as North East Victoria's premier economic centre, with a vibrant, diverse and innovative economy that will continue to attract residents and visitors to the city. The thriving economy will be built around activation of the CBA, enhancement of existing employment nodes and strengthening of the tourism and education sectors.</td>
<td>Respecting the environment and heritage of a place is a priority, and as Wodonga grows, it is important to recognise and incorporate the valuable contribution that the city's environmental values and heritage can make to the urban form.</td>
<td>As the city grows, development within Wodonga's rural landscapes will need to carefully balance the increasing desire for low density and rural living with the environmental, landscape character and agricultural productivity of these areas.</td>
</tr>
</tbody>
</table>
Efficient and Sustainable Settlements refers to the importance of making the best use of existing assets, including services and infrastructure, through careful settlement and neighbourhood planning.

The Hume Regional Growth Plan seeks to direct population growth to settlements, such as Wodonga, that have the greatest capacity to accommodate it, and in a manner that enhances liveability and promotes excellence in sustainable design.

Wodonga is well-placed in this regard. One of the fastest growing regional cities in Victoria, Wodonga comprises a settlement hierarchy of well established suburbs, newly emerging communities in designated growth areas and a number of smaller townships, with ample zoned and unzoned land supply able to accommodate an ultimate population of approximately 100,000 persons.

Growth in Wodonga is currently developing primarily in greenfield sites on multiple development fronts, with the Leneva-Baranduda growth area the primary long term growth area in the future. The maintenance of multiple development fronts, that are strategically co-ordinated, is key to Wodonga's continued competitiveness and affordability.

Infill or urban consolidation is also occurring in a more limited way on land within the established urban area. Urban renewal is focused in key strategic locations, such as the old railway land and development of the central business area (CBA), however, infill development has traditionally accounted for a very small proportion of land supply and new dwellings.

Traditionally, the city of Wodonga has had a strong foundation for planning for complete, liveable and sustainable neighbourhoods. This design-focused philosophy has resulted in delivery of a diversity of neighbourhoods and a diverse range of lot sizes across the city, and remains an important focus as the city grows and develops.

Key Issues

- Population change and land supply
- Settlement Type
- Multiple Development Fronts
- Housing Diversity
- Urban Consolidation
- Sustainable Neighbourhoods
- Infrastructure delivery
4.2 Guiding Principle

Wodonga’s neighbourhoods and settlements will grow and change over time. Wodonga recognises that growth, if proactively managed and co-ordinated, can deliver positive outcomes for the existing and future residents and creates opportunities to improve the liveability and prosperity of the city.

Emphasis is to be placed on directing different types of development to preferred and suitable locations, co-ordinating infrastructure and service delivery with development, and ensuring new and revitalised communities embody the characteristics of a sustainable neighbourhood.
4.3

Key Strategic Documents

4.3.1 Leneva-Baranduda Precinct Structure Plan (Draft)

The Minister for Planning rezoned part of the identified Leneva-Baranduda Growth Area to the Urban Growth Zone, and committed to preparation of the Leneva-Baranduda Precinct Structure Plan (PSP) for this zoned area in a partnership between Wodonga Council and the Metropolitan Planning Authority (MPA).

The PSP is currently in progress, and a draft Future Urban Structure Plan has been released for public comment. The PSP comprises approximately 1070 hectares and identifies area for activity centres, schools, active open space and conservation, in addition to residential areas.
With the Baranduda Range, Flagstaff Hill and Bears Hill as the backdrop to the future urban area, the Leneva-Baranduda Precinct Structure Plan will have a well-defined urban character that has a strong relationship to the surrounding rural landscape. This will be achieved by the Native Vegetation Precinct Plan (replacing WRENS) that covers Leneva-Baranduda and seeks to retain as much as is possible of the scattered tree population within the future street network.

The future urban area will have an emphasis on affordable and sustainable living and will be a place where people can enjoy a healthy lifestyle and strong community. The foundations for this vision are based on an urban structure comprising a walkable street and trail network, housing and lifestyle choices, local jobs, local schools, and safe, attractive and functional open space areas which offer a broad range of recreational pursuits. The foundations are also based upon a traditional urban structure comprising a grid of streets which will ensure safe and efficient local traffic movement and provide the capacity for future expansion of the public transport network.

The urban structure concept supports an engaged community with development opportunities that encourage access to local employment, participation in community and recreation activities, and contributing positively to the physical and social health and well being of the community.

The draft plan has been prepared having regard to the council’s 2012 draft Leneva-Baranduda Growth Area Framework Plan, a series of technical documents commissioned specifically in relation to the PSP and Part 4 of the Wodonga Growth Strategy. Finalisation of the PSP will respond to the vision, objectives and actions contained within the Wodonga Growth Strategy.
Where have we come from
- Minister rezoned 1000ha of land to Urban Growth Zone
- Metropolitan Planning Authority requested to work with Wodonga Council to translate growth framework plan into an implementation tool

What are we doing now
- Developing a Precinct Structure Plan
- Writing the planning controls into the Wodonga Planning Scheme
- Developing a Developer Contribution Plan
- Seeking feedback from state and local agencies

What’s next
- Finalise Precinct Structure Plan
- Prepare planning scheme amendment to incorporate documents within planning scheme
- Undertake public exhibition process for community comment on documentation
Objective 1

To define a clear settlement hierarchy, with multiple growth fronts that can accommodate a range of different development types

The settlement hierarchy comprises designated growth areas, preferred urban consolidation/infill areas, strategic redevelopment sites and lifestyle settlements. Each settlement type plays a different role in Wodonga’s structure and suite of lifestyle opportunities. Accordingly, different forms of growth and development will be appropriate within each of these settlement areas.

Smaller lot and diverse housing forms are encouraged, including medium density housing. However, not all land will be suitable for this settlement type. Many development areas are constrained by topography, and in steeper parts of the city, medium density housing is unlikely to be an appropriate or viable outcome. Development outcomes sought and delivered by the development community must have regard to the landform, as well as the likely existing and future market acceptance of housing forms.
FIGURE 4
SETTLEMENT TYPES

- LGA AREA
- LENEVA-BARANDUDA GROWTH AREA
- EXISTING URBAN AREA
- FUTURE URBAN AREA
- FREEWAY
- HIGHWAY
- ARTERIAL ROAD
- LOCAL ROAD
- RAILWAY LINE
- RAIL STATION
- RURAL SETTLEMENT
- FUTURE LDRZ/RLZ LAND
- HILLS
- WATERWAYS

STRATEGIC DEVELOPMENT SITES WITHIN THE CBA

HUME Fwy
MURRAY VALLEY HWY
BOYES RD
BEECHWORTH - WODONGA RD
LINCOLN CSWY
MELROSE DR
KIEWA VALLEY HWY
LAKE HUME
KILLARA
Maher's Hill
BANDIANA
HUON CREEK
WEST WODONGA
WODONGA
ALBURY
EBDEN
BONEGILLA
BARANDUDA
Federation Hill
Bears Hill
Baranduda Range
Huon Hill
MacFarlane's Hill
McDonald's Hill
MURRAY RIVER
KIEWA RIVER
LENEVA
BANDIANA
LINK RD
HIGH STREET
HUME STREET
HOVELL STREET
HAVELOCK STREET
ELGIN BOULEVARD
LAWERNCE STREET
JUNCTION PLACE
MANN CENTRAL
HUON HILL
THE CUBE
WODONGA
STRATEGIC DEVELOPMENT SITES WITHIN THE CBA

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FIGURE 4
SETTLEMENT TYPES

- LGA AREA
- LENEVA-BARANDUDA GROWTH AREA
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- WATERWAYS

STRATEGIC DEVELOPMENT SITES WITHIN THE CBA

HUME Fwy
MURRAY VALLEY HWY
BOYES RD
BEECHWORTH - WODONGA RD
LINCOLN CSWY
MELROSE DR
KIEWA VALLEY HWY
LAKE HUME
KILLARA
Maher's Hill
BANDIANA
HUON CREEK
WEST WODONGA
WODONGA
ALBURY
EBDEN
BONEGILLA
BARANDUDA
Federation Hill
Bears Hill
Baranduda Range
Huon Hill
MacFarlane's Hill
McDonald's Hill
MURRAY RIVER
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ELGIN BOULEVARD
LAWERNCE STREET
JUNCTION PLACE
MANN CENTRAL
HUON HILL
THE CUBE
WODONGA
STRATEGIC DEVELOPMENT SITES WITHIN THE CBA

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### Settlement Types

<table>
<thead>
<tr>
<th>Settlement Types</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Greenfield Growth Areas</strong></td>
<td>Greenfield development takes previously undeveloped land (usually rural land) and develops it for urban purposes. The greenfield growth areas of Wodonga (other than Leneva-Baranduda) are located on the urban fringe to the west and east of the city. Development of these areas requires the delivery of a range of new infrastructure and services to meet the needs of the emerging community.</td>
</tr>
<tr>
<td><strong>Leneva-Baranduda Growth Area</strong></td>
<td>The Leneva-Baranduda Growth Area is the primary new growth area in Wodonga. The land will require structure planning to guide development outcomes, and will result in creation of a new community in Wodonga.</td>
</tr>
<tr>
<td><strong>Infill</strong> (Existing Urban Areas)</td>
<td>Infill is also described as urban consolidation or intensification. Infill development occurs in existing neighbourhoods and is often in the form of medium density development such as town houses or apartments. Infill development can be incremental, where individual sites are redeveloped in distributed locations across a neighbourhood, or can comprise more significant redevelopment of larger, consolidated sites (refer to strategic redevelopment sites). The ability for neighbourhoods to be able to accommodate change will be influenced by the capacity of local infrastructure and services and the potential impact on character. The older established suburbs of Wodonga generally have capacity to support intensification, particularly in the areas immediately surrounding the CBA.</td>
</tr>
<tr>
<td><strong>Strategic development sites</strong></td>
<td>Strategic development sites are sites that have previously been used, but their use is now redundant or underutilised. These sites are now available for redevelopment. Strategic development sites in Wodonga are generally located in close proximity of the CBA and existing services and, as such, these sites offer the opportunity to deliver a different type of housing product at a higher density. The sites located within the CBA, such as Junction Place in particular, have the capacity to support residential development that will contribute to the vitality and vibrancy of the centre, and will reduce pressure on provision of new infrastructure.</td>
</tr>
<tr>
<td><strong>Low Density, Rural Living and Rural Settlements</strong></td>
<td>The surrounding rural areas and small townships are not anticipated to accommodate a significant amount of growth. Incremental change may occur in these areas, however, the key imperatives will be to retain the rural character and limit further fragmentation of rural land.</td>
</tr>
</tbody>
</table>
4.4 Objectives, Strategies and Actions (cont.)

Strategies to Achieve Objective 1

Overall

1.1 Monitor development approvals, seeking to maintain a minimum annual lot supply of 374 per annum

1.2 Encourage delivery of a range of lots sizes and diverse housing outcomes, balanced with consideration of site constraints and existing and future market acceptance of housing forms.

1.3 Oppose requests for rezoning of non-urban land for urban purposes unless exceptional circumstances apply including the following.

- Demonstrates consideration of the overall urban form of the city and relationship to natural features and logical limits to development
- Is located in close proximity and well-connected to existing or planned urban growth
- Will result in a form of development that cannot be provided on land that is already zoned for urban purposes
- Will achieve a significant improvement in the standard of development including its environmental performance
- Incorporates a design response that demonstrates exceptional adherence to the principles of sustainable neighbourhoods’
- Can be provided with reticulated services
Greenfield Growth Areas - General

1.4 Direct the majority of new greenfield residential growth to the designated growth areas of West Wodonga, Wodonga, Killara/Riverside and Leneva-Baranduda.

1.5 Maintain multiple development fronts as a means of facilitating a competitive and affordable land supply.

1.6 Encourage priority development of land that is already zoned for residential purposes to meet short to medium term land supply needs.

1.7 Oppose interim subdivision of land identified as future growth area to minimise further fragmentation and maintain its growth potential.

1.8 Seek an overall density target for new developments of 10 lot per hectare.

1.9 Allow some reduction to density targets where land is constrained (such as by topography or vegetation) or where it can be demonstrated that appropriate diversity in lot sizes and housing forms is being delivered.

Leneva-Baranduda Growth Area

1.10 Favour flatter land in proximity to existing and planned activity centres to achieve increased densities.

1.11 Support a distributed approach to delivery of medium density housing that will contribute to the diversity of housing choice across neighbourhoods.

1.12 Support early establishment of an additional growth front in Leneva-Baranduda, focussed initially on the land surrounding the existing Baranduda township.

1.13 Prepare a Precinct Structure Plan to guide development in the first part of the Leneva-Baranduda Growth Area (currently within the Urban Growth Zone).

1.14 Retain the balance of the Leneva-Baranduda Growth Area in non-urban zones until development has substantially advanced within the Leneva-Baranduda PSP area.
4.4 Objectives, Strategies and Actions

(cont.)

Low Density, Rural Living and Small townships

1.15 Retain the lifestyle-based role of the smaller settlements of Bandiana, Barnawartha North, Bonegilla, Killara, Ebden and Huon Creek. These areas are not intended to accommodate significant expansion or population growth.

Infill Areas and Strategic Development Sites

1.16 Take practical action to encourage an increased proportion of new development to be in infill or strategic development areas.

1.17 Prioritise support for intensification of development within the CBA and immediate surrounds, where development is less constrained by existing urban character sensitivities.

1.18 Support well-designed and incremental infill within the existing neighbourhoods in the form of medium density housing that is respectful of the neighbourhood character.

1.19 Promote redevelopment of strategic development sites for medium density housing that will contribute to activation of the CBA and will contribute to a diverse supply of housing types.

1.20 Work with key landholders, such as Places Victoria, to facilitate appropriate medium density residential development of strategic development sites within the CBA.

1.21 Incentivise residential intensification within the CBA (including strategic development sites and immediate surrounds) by:
  ▶ Investigating opportunities to waive payment of development and open space contributions;
  ▶ Investigating opportunities to reduce car parking requirements where it can be demonstrated that there is access to public transport and other community services within walking distance; and,
  ▶ Undertake merit-based assessments of proposals on a site by site basis to achieve balanced development outcomes.
4.4 Objectives, Strategies and Actions

Objective 2

To emphasise urban design and the principles of the sustainable neighbourhoods when considering new development opportunities and proposals.

The growth strategy recognises the importance of good urban design and the concept of sustainable neighbourhoods. There is often a tendency for elements of neighbourhoods to be considered in isolation, particularly when considering engineering standards and approaches. It is Wodonga’s policy that a holistic approach be taken, that elevates urban design as the primary influence when considering change and development in the appearance and functionality of urban environments.

Strategies to achieve Objective 2

2.1 Apply the principles of sustainable neighbourhoods (refer to Section 3.3 of Part 3) to new developments.

2.2 Place greater emphasis on the design and treatment of the public realms (streets, open spaces, activity centres) as places for people.

2.3 Prioritise creation of character and delivery of diversity as a priority consideration in new housing areas.

2.4 Prioritise retention of positive site features, such as scattered vegetation, that will assist with creation of urban character in new developments.

2.5 Support non-standard design initiatives and responses that contribute to creation of a deliberate neighbourhood character or as a response to specific site conditions.
Objective 3

To adopt a strategic, holistic and equitable approach to funding and delivery of infrastructure to meet the needs of a growing population.

Despite an historically ad hoc approach to the collection of development contributions. The city of Wodonga is currently well served by a range of higher and lower order community services and the city is well placed to provide physical services (sewer and water) to the growth areas in co-operation with the relevant service providers.

Broad scale urban expansion into the Leneva Valley will require adoption of more holistic shared infrastructure funding mechanisms that collect contributions to fund and deliver infrastructure from a range of sources, including the development industry profiting from land development. However, funding of infrastructure must be carefully structured to ensure that the affordability and competitiveness of Wodonga’s residential developments is not inequitably and disproportionately affected.

Strategies to achieve Objective 3

3.1 Support preparation of a development contributions plan (or equivalent) for the Leneva Precinct Structure Plan/s.

3.2 Prioritise the following items for consideration in preparing the development contributions plan.
   ▶ Multi purpose Community Activity Centre/s
   ▶ Embellishment of part of the Baranduda Fields land for local active sporting purposes
   ▶ Key cycle/walking trails to connect into the existing/planned network
   ▶ A contribution for future management of the WREN land
   ▶ Inclusion of projects which promote a sense of place (such as Boulevard Roads for example) in selected locations
   ▶ Land and/or construction for drainage purposes.

3.3 Include future unzoned Leneva-Baranduda land in determining/justifying infrastructure needs and cost apportionment in the Leneva-Baranduda PSP where appropriate.

3.4 Have regard to the lower regional rate as recommended by the Standard Development Advisory Committee in preparing the Development Contributions Plan (refer to section 4.5.2) to minimise impacts on the affordability or relative competitiveness of growth areas in Wodonga.

3.5 Investigate opportunities to waive certain contributions within the CBA or city core as a deliberate strategy to encourage residential intensification of the CBA and inner core of Wodonga.
4.5

Further Detailed Initiatives

4.5.1 New Subdivision Design and Assessment Process

A review of the current Development Plan and planning permit process in growth areas is required to ensure that the council objectives are clear and to ensure that a collaborative process is adopted between the council, developers and servicing and other authorities.

The recommended approach should focus on proactive project management based involvement to achieve the objectives of the growth strategy and to consolidate and enhance the profile of Wodonga as having a co-operative and progressive the council. Adoption of such an approach will also ensure that the city is able to achieve the recommended annual land supply to maintain choice and affordability into the future.

In basic terms, positive outcomes will be achieved if there is a direct relationship between the following key phases of the application process. (Refer to graphic)
The recommended approach should also guide preparation and finalisation of the Leneva-Baranduda Precinct Structure Plan. Key elements of the Precinct Structure Plan that will need to be addressed include:

- Development of a precinct structure plan that embeds future growth within the context of the existing landscape and native vegetation assets;
- Protection and integration of the WREN land into the planned open space network;
- Provision for a well-connected (internally and externally) accessible pedestrian and bicycle network including one or more connections to Baranduda Fields;
- Planning for delivery of well-defined and sustainable neighbourhoods as the core building block;
- Provision for a reasonable level of connectivity across the existing waterways for pedestrians and vehicles (noting the desire to retain intact vegetation corridors along waterways);
- Retention of a proportion of the scattered remnant vegetation within development (to be retained on a practical retention basis);
- Retention and/or creation of positive view-lines to the surrounding hills;
- Provision for three new community hubs co-located with planned activity centres;
- Provision for a range of lot sizes in a modified grid based subdivision design layout;
- Support for partial embellishment of Baranduda Fields to meet a proportion of the projected local demand for recreation and possibly higher order community services;
- Support for establishment of Baranduda as a dedicated growth front with provision of a local town centre and a community hub;
- Staged delivery of a local town centre at Leneva; and,
- Incorporation of diverse local and higher order road cross-sections at key locations.
4.5

Further Detailed Initiatives (cont.)

4.5.2 Standardised Development Contributions

The previous State Government initiated a review of the Development Contributions Framework. The review was initiated with the objective of introducing standard development contributions for a range of development settings. The current State Government is moving toward implementation of the new system with a focus on introduction of the growth areas development setting in metropolitan and regional areas.

The Ministerial Advisory Committee that was formed to investigate and recommend introduction of the new system, the Standard Development Contributions Advisory Committee (SDCAC) recommended introduction of a two-tiered system for regional Victoria. According to the SDCAC the tier 1 rate would be applied to the regional growth areas with the highest projected growth (rate and quantum) and the tier 2 rate would be applied to the remainder of the regional growth areas.

While the new system has not yet become operational and the new rates have not been released, it is important to highlight the need to carefully consider introduction of development contributions in Wodonga having regard to affordability impacts.

As discussed in Section 4.4, development contributions have been collected and charged historically on a somewhat ad hoc basis, charge levels have been quite low on a comparative basis and the land that is currently zoned for residential purposes (and with planning approvals) has existing S.173 Agreements in place.

The shift toward broad scale planning frameworks and procedures, including preparation of one or more Precinct Structure Plans (in the Leneva Valley), will incorporate a more holistic assessment of infrastructure needs and cost apportionment. While such an approach is clearly necessary, particularly for social infrastructure, to support the needs of newly emerging communities it will be important to consider affordability impacts having regard to a comparison with applicable contribution rates internally within Wodonga and with reference to Albury.

In this context it is noted that adoption of a broad scale planning approach at Leneva-Baranduda has been accompanied by preparation of a whole of water cycle management strategy and a native vegetation precinct plan. Implementation of these strategies could lead to introduction of increased development costs, creating a net community effort.
To address potential affordability issues the following strategies are recommended.

▶ Consider directing a proportion of the projected local active recreation and possibly higher order community infrastructure contributions toward embellishment of Baranduda Fields without the need to include land costs (where the land cost will be recorded as a council contribution).

▶ Focus on shared higher order infrastructure needs in formulating the contributions plan but also have regard to inclusion of other projects that would ordinarily be provided as developer works if there is the need to share the cost of such projects.

▶ Define project costs for community infrastructure based on regional comparisons rather than metropolitan examples where possible.

▶ Define appropriate passive and active open space percentages having regard to the presence of Baranduda Fields and the WREN land (where such land is accessible for passive open space purposes).

▶ Review the draft Whole of Water Cycle Management Strategy having regard to the criteria listed in section 12 of the growth strategy.

▶ Seek to include any relevant servicing costs (drainage costs) if required within the base rate without the need to introduce a Supplementary Levy if possible.

▶ If multiple charge rates are available for regional Victoria have regard to affordability issues in selecting the appropriate rate.

With regard to other possible development settings that may be introduced by the State Government, including existing urban areas and strategic development sites, it is recommended that the Wodonga Council carefully consider whether introduction of such levies may negatively impact on the ability to deliver projects which may intensify the CBA and inner parts of Wodonga. Intensification of the CBA and inner parts of the city is recommended as a key strategy to assist with the revitalisation of the CBA and surrounds noting that infill development has only contributed a very small percentage of the city's housing supply in recent years.

In this context, where any infill development proposals may be challenged by market and other issues in the short to medium term, it may be prudent to not introduce levies for some time or at least until the viability of projects is progressively assessed.
Healthy, Vibrant, Resilient Communities

Key to delivering a liveable and prosperous Wodonga is ensuring that the community is healthy, vibrant and resilient. This means ensuring communities have access to the necessary building blocks of a neighbourhood that contribute to a holistic sense of health and well-being. These building blocks include the following.

▶ **Open spaces**, including active spaces for recreational and sporting pursuits, passive spaces for quiet reflection, children’s play or social activities, and natural and conservation spaces which provide a connection to nature, a sense of relief from the urban environment and contribute to the overall health of the environment.

▶ **Community, cultural, health and education facilities**, where residents can access the necessary services and infrastructure from childhood through to adult life to meet their learning, health and social connectivity needs.

▶ **Diversity**, in opportunity for a wide range of people of different ages, cultures, abilities and needs, providing choice and accessibility in all aspects of life. Diversity permeates as a theme through all social, economic and environmental spheres as a key precondition for a resilient community.

Wodonga has emphasised the importance of delivering these fundamental building blocks of a community with a focus on sustainable neighbourhoods. This approach prioritises good community building outcomes and quality urban form as a means of enhancing well-being of the community and the liveability of the city.

The *Hume Regional Growth Plan* and *Upper Hume Sub Regional Plan* seek to build on Wodonga's existing strengths, including access to community, cultural, health, education and social services and the presence of quality open space resources to improve the health and resilience of the existing and emerging communities.

The established communities within Wodonga, and the surrounding region that Wodonga services, have benefitted from a legacy of a range of high quality and connected open spaces and excellent provision of community, health and education services. As Wodonga and the surrounding regions grow, pressure on existing services and spaces will increase, and emerging communities will require new open space, community facilities, schools and the like in a timely manner to meet their needs. The *Wodonga Growth Strategy* seeks to ensure that enhanced and new facilities are planned and delivered so that Wodonga’s future communities can enjoy the lifestyle benefits characteristic of Wodonga.
5.2 Guiding Principle

The diverse needs of the existing and future communities of Wodonga will be met with a range of open spaces, community, health and education facilities. The quality, diversity and accessibility of these spaces and facilities is key to fostering a healthy, vibrant and resilient community, and the council will work collaboratively with a range of bodies to ensure the timely delivery and efficient operation of these facilities as the population grows and changes.
5.3

Key Strategic Documents

5.3.1 Public Open Space Strategy

The draft Wodonga Public Open Space Strategy recognises the value of public open space to the Wodonga community, and has been prepared having regard to the following.

▶ **Community values** - high value is placed on the contribution public open space makes to local character, amenity and community vibrancy.

▶ **Changing trends in sport and recreation.**

▶ **Key local issues** - a focus on providing access for all, improving the balance between structured recreational spaces for team sports and unstructured pursuits such as walking, cycling and informal play, and the need to move from an ad hoc approach to open space delivery as land develops, to a more strategic approach.

The Draft Public Open Space Strategy identifies a hierarchy of different open spaces, which meet different needs of the community.
## Hierarchy of Public Open Spaces

<table>
<thead>
<tr>
<th>Classification</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local open space</td>
<td>Local open spaces are small parklands that service the regular small scale recreation needs of the immediate residential population within five to 10 minutes walking distance.</td>
</tr>
<tr>
<td>District open space</td>
<td>District open spaces principally provide for organised formal sport and recreation (passive and informal, and active) for surrounding neighbourhoods located several kilometres away, that are large enough to accommodate a variety of concurrent uses, including organised sports, children’s play, picnics, exercising the dog, social gatherings and individual activities that would see visits last for several hours.</td>
</tr>
<tr>
<td>Natural conservation areas</td>
<td>Natural conservation areas represent intact or rehabilitated examples of Wodonga’s natural environment such as bushland, wetlands and waterways. These areas have been set aside for conservation to preserve biodiversity and wildlife habitats across the city.</td>
</tr>
<tr>
<td>Community open space</td>
<td>Community open spaces serve as the recreational and social focus of a community. Residents of surrounding neighbourhoods are attached to community open spaces due to the variety of features and facilities and opportunities to socialise.</td>
</tr>
<tr>
<td>Regional open space</td>
<td>Regional open spaces are Wodonga’s large signature parks that are of high recreational, social, environmental and tourism value. These spaces serve broad based sport and recreational needs providing numerous quality facilities for residents, as well as for visitors from outside the city.</td>
</tr>
<tr>
<td>Special purpose open space</td>
<td>Special purpose open space areas are unique or single purpose spaces that are provided in addition to the local, community, district and regional open space hierarchy. These spaces include urban spaces, such as town plazas and squares, landfill sites, historical and cultural sites, such as memorial parks, linear parks, such as cycle routes and other special use sites such as drainage and landscape buffers.</td>
</tr>
</tbody>
</table>
FIGURE 5
EXISTING OPEN SPACE NETWORK

- LGA AREA
- EXISTING URBAN AREA
- FUTURE URBAN AREA
- FREEWAY
- HIGHWAY
- ARTERIAL ROAD
- LOCAL ROAD
- RAILWAY LINE
- RAIL STATION
- EXISTING PASSIVE OPEN SPACE
- EXISTING ACTIVE OPEN SPACE
- REGIONAL OPEN SPACE - HILLS
- REGIONAL OPEN SPACE - LAKE HUME
- WREN LAND - COUNCIL OWNED
- NATIVE VEGETATION OFFSET SITES
- WATERWAYS
5.3

Key Strategic Documents (cont.)

Public Open Space Vision

“Create a network of resource efficient quality public open space across the city that will satisfy current and future needs in an equitable and sustainable manner.”

- To recognise and provide for the range of functions of public open space including ecological, cultural, visual and recreational
- To establish a sufficient quantity and quality of public open space to meet community needs
- To establish a hierarchy of public open space types
- To address the importance of accessibility and walkability to public open space, particularly within the local context
- To promote the safe use and enjoyment of public open space through appropriate siting and design
- To improve land efficiency through partnerships and multipurpose use opportunities
- To recognise and respond appropriately to constraints on the council’s resources (environmental, social and economic)
- To establish a sustainable model to allow consistent decision-making for the ongoing development and management of public open space
- To ensure the community’s needs and aspirations are addressed through appropriate community engagement

The draft strategy sets out a range of actions that are relevant to and will be guided by the Wodonga Growth Strategy.
Neighbourhood House and Community Centre Strategic Plan

The Neighbourhood Houses and Community Centres Strategy 2010 – 2014 outlines the priority actions that the council will undertake in collaboration with key stakeholders, funding agencies, community organisations and other local government areas to enhance the city’s joint capacity to deliver community services into the future. It provides information about:

▶ What it takes to be a neighbourhood house or community centre in Wodonga;
▶ How neighbourhood houses and community centres currently operate in the city;
▶ What the Wodonga community looks like now and into the future;
▶ Shared vision, mission and value statements that underpin Wodonga’s current practice;
▶ How the council will work with neighbourhood houses and community centres over the next four years to support and empower local communities; and,
▶ How the council will monitor the performance of this strategy.

Wodonga has six neighbourhood houses or community centres in partnership with a range of organisations and stakeholders, and provides a diversity of services including playgroups, child care, maternal and child health care, adult education, counselling services etc.

Other Relevant Documents and Strategies

▶ Wodonga Shared Community Facilities Policy
▶ Playground Strategy 2010
▶ Wodonga Municipal Recreation Plan
▶ Recreation Facility Development and Maintenance Policy
▶ Draft Sport and Recreation Plan 2014-15 to 2019-20
▶ Child Friendly Policy and Framework 2012-2016
▶ Wodonga Library Strategic Plan
▶ Youth Strategy is 2014-2017
▶ Municipal Early Years Plan 2015-2017
▶ Age Friendly city Strategy 2015-2017
▶ Access for All Strategy
▶ Cultural Services Plan 2012-2017
▶ Albury-Wodonga Health Services Plan
▶ La Trobe University Future Ready: Strategic Plan 2013-2017
▶ The Murray River Area Strategic Plan: 2010-22
▶ Wodonga Destination Plan
Objective 4

To ensure a growing Wodonga is supported by and has access to a range of high quality, diverse and interconnected open spaces.

The Wodonga open space network within and surrounding the urban areas is a defining characteristic of the city, and a key contributor to its liveability. While the older parts of Wodonga have benefitted from a high quality and well connected system of open space, newer, more recently developed areas have tended to lack the same extent of open space provision. In these places open space delivery has often been ad hoc, with spaces of limited usability (often encumbered by other functions, such as drainage) and of limited connectivity with the balance of the open space network.

The Draft Open Space Strategy seeks a more strategic approach to delivery and enhancement of open spaces that will contribute more positively to the Wodonga community and to the character of the city. This is of particular importance as Wodonga embarks of a process of planning for significant new growth areas in Leneva-Baranduda, but is also relevant within the existing growth areas and as intensification occurs within the established parts of Wodonga.

The council has commenced the process of planning for the emerging community in Leneva-Baranduda, via the strategic purchase of land at Baranduda Fields. This large scale active open space area has the potential to not only service the needs of the new growth area, but also to serve a higher-order role to all of Wodonga and its surrounding regional catchment.
Strategies to achieve Objective 4

Overall

4.1 Promote Wodonga as a city characterised by its open space setting.

4.2 Seek to ensure that all residents of Wodonga's urban areas are within walking distance of open space.

4.3 Support progressive enhancement and establishment of a linked passive open space network.

Established urban areas

4.4 Progressively upgrade and enhance existing open space areas in accordance with the actions outlined in the Open Space Strategy.

Growth Areas

4.5 Require open space contributions in growth areas to be in the form of usable and linked open spaces.

4.6 Require open space contributions to be unencumbered by infrastructure or other conditions that will limit its usability as a passive or active open space area.

4.7 Where encumbered land is proposed as part or all of an open space contribution, the proponent must demonstrate how the open space will represent a positive contribution to the city's overall open space network in terms of connectivity, usability, amenity and/or accessibility.

4.8 Require development plans and other proposals to demonstrate how the design responds to a thorough site analysis.

4.9 Work with the development community to prioritise retention of positive site features, such as scattered trees and topographic elements that can enhance the character of the neighbourhood within the design of the public realm including streets, parks and public art.

▶ Land set aside for these features may be considered as meeting part of the required open space contribution where it can be demonstrated that it will enhance the planned open space network and character and sustainability of the city. Refer to Section 5.5.1 for further details.

▶ Other incentives may be negotiated with proponents on case-by-case basis where positive and progressive design outcomes are proposed or where additional open space is delivered that contributes to a well located and connected open space system.
Leneva-Baranduda Growth Area  
(specific actions in addition to growth area actions)

4.10 Progressively develop Baranduda Fields as Wodonga’s premier regional active open space area.

4.11 Acknowledge in the Leneva-Baranduda PSP that Baranduda Fields performs a dual role as a regional reserve for Wodonga and surrounding regions, and a local active open space area for the growth area.

4.12 Consider directing a proportion of contributions collected from development for active open space provision in Leneva-Baranduda PSP to embellishment of Baranduda Fields.

4.13 Acknowledge the benefit to the Leneva-Baranduda PSP derived from the council’s early purchase of Baranduda Fields, by requiring increased passive open space provision above what has been delivered in recent growth areas, with emphasis placed on progressive establishment of a linked open space network.

4.14 Support practical retention of a proportion of scattered remnant trees in the PSP area to enhance the character and amenity of the future urban area and to maintain the connections with nature and the areas previous landscape character.
Objective 5

To ensure that high quality and accessible community, health and education services are available to the community as Wodonga grows.

Wodonga is currently well-serviced by social infrastructure, including community, cultural, health and education facilities both in terms of quantity and diversity of provision. Wodonga provides services at two levels; meeting the needs of a regional catchment of up to 175,000 people as well as meeting the needs of its local community. As a result, two tiers of social infrastructure have emerged.

- Higher order infrastructure such as acute health care, higher education, leisure centres, libraries and arts and cultural facilities.
- Local infrastructure, such as community centres, local schools, early years facilities and local health providers.

These services are provided and/or managed by a range of public, private and not-for-profit bodies, including the council, State Government Departments, Catholic Education Office, La Trobe University, community committees and private providers. It is necessary for the council to work closely with all these bodies to ensure co-ordinated and efficient delivery of required services.

As Wodonga grows, pressure will be placed on existing services, requiring augmentation of existing services and delivery of new services (particularly local infrastructure). Demand for these services will be generated from three main catchments. In order to meet the needs of these catchments, the growth strategy identifies a three-staged infrastructure delivery strategy, based on short, medium and longer-term priorities and identifies possible ways of funding the infrastructure.

While traditionally community infrastructure, such as community centres, maternal and child health and neighbourhood houses, have been delivered in standalone facilities, Wodonga Council is moving to a multi and shared use approach to community facility delivery. This involves use of community buildings for multiple uses, and by multiple groups, service providers and organisations. This approach provides for more efficient service delivery.
<table>
<thead>
<tr>
<th>Catchment Type</th>
<th>Definition</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catchment 1</td>
<td>Existing zoned land. Able to accommodate approximately 10,000 residential lots, where existing infrastructure agreements are in place.</td>
<td><strong>Short to medium term</strong>: To ensure existing community infrastructure can be expanded, redeveloped and/or reconfigured to cater for additional demand.</td>
</tr>
<tr>
<td>Catchment 2</td>
<td>The first PSP area in Leneva-Baranduda. Able to accommodate approximately 6,000 lots.</td>
<td><strong>Medium to long term</strong>: Focus on developing new community infrastructure hubs within Catchment 2, including at Baranduda Fields and within two other local hubs.</td>
</tr>
<tr>
<td>Catchment 3</td>
<td>The remaining unzoned land in Leneva-Baranduda (not subject to the first PSP). Able to accommodate approximately 7,000 lots.</td>
<td><strong>Long term</strong>: Provide an additional local community infrastructure node.</td>
</tr>
</tbody>
</table>
FIGURE 9
RECREATION FACILITIES

- LGA AREA
- EXISTING URBAN AREA
- FUTURE URBAN AREA
- FREEWAY
- HIGHWAY
- ARTERIAL ROAD
- LOCAL ROAD
- RAILWAY LINE
- RAIL STATION
- AQUATIC/RECREATION FACILITIES
- RECREATION RESERVE/COMPLEX
- TENNIS COURTS
- PARKS/RESERVES
- WATERWAYS

Legend:

- LGA AREA
- EXISTING URBAN AREA
- FUTURE URBAN AREA
- FREEWAY
- HIGHWAY
- ARTERIAL ROAD
- LOCAL ROAD
- RAILWAY LINE
- RAIL STATION
- AQUATIC/RECREATION FACILITIES
- RECREATION RESERVE/COMPLEX
- TENNIS COURTS
- PARKS/RESERVES
- WATERWAYS

Scale:
1:80000 at A4
1:20000 at A0

0 2 4 6 km
5.4 Objectives, Strategies and Actions

Strategies to achieve Objective 5

5.1 Plan for and deliver community, health and education infrastructure in a three-staged approach as outlined in Table 7 (pg 58).

5.2 Develop a shared infrastructure funding approach for the council community infrastructure (including collection of contributions from developers) in Catchments 2 and 3.

5.3 Progressively evaluate the needs for higher order and regional facilities having regard to a potential ultimate population of 100,000 people.

5.4 Support augmentation of existing higher order facilities, such as the Wodonga Sports and Leisure Centre and the library, to ensure they have capacity to meet the needs of a population of 55,000 people by 2031.

5.5 Work collaboratively with external agencies to establish support and ownership of the growth strategy directions.

5.6 Support La Trobe University to expand its education offering within its existing campus, to ensure the university remains committed to Wodonga and the region.

5.7 Investigate whether further higher order facilities (potentially in the form of smaller scale or out-reach style facilities) are required in the long term to meet the needs generated by Catchments 1 and 2. The preferred location for these higher order facilities (if required) is within or nearby a Major Town Centre or within Baranduda Fields.

Actions (further work)

A8 Review and update the Draft Open Space Strategy. The Open Space Strategy will include an assessment of open space needs and preferred open space forms in new growth areas, and will make recommendations regarding appropriate open space contributions levels and mechanisms.

A9 Actively market Wodonga as a city characterised by its open space setting.

A10 Build the capacity of the council’s departments and the development industry to respond to and take ownership of decisions that will promote the enhanced character of Wodonga.

A11 Develop and communicate to the development industry a clear internal policy on practical retention of scattered trees.

A12 Undertake more detailed Community Infrastructure Needs Assessments for the three catchments identified in the growth strategy, including an assessment of higher order and regional facilities.

A13 Prepare a funding strategy (including consideration of development contributions) for community infrastructure required as a result of the Community Infrastructure Needs Assessments.

A14 Develop Baranduda Fields.

A15 Support expansion of education offering at the La Trobe University campus.
5.5.1 Retention of scattered trees

The remnant eucalypts are scattered throughout the rural areas and within the existing and future growth areas. These trees are intrinsically significant in terms of their contribution to biodiversity, however, they also offer benefits to the city when incorporated sensitively into development of urban environments.

▶ Provide a connection to nature and the former landscape character
▶ Positively contribute to neighbourhood character and sense of place, offering amenity, shade and a point of difference
▶ Contribute to creation of a legible, functional and linked open space network
▶ Create conditions for diverse, interesting and unique development responses surrounding retained trees

Retention of these trees within an urban environment to derive these benefits requires willing co-operation between the council departments, government agencies and the development community.

Experience from other locations, including the city of Whittlesea, is that such an approach can enhance the development potential of the land as the market generally responds well to retention of natural features. To ensure that the initiative is seen as a positive development initiative however, it is essential that:

▶ The council work co-operatively with developers to focus on those trees that will add value to the planned open space network;
▶ To identify innovative approaches to design that will assist with retaining trees;
▶ The council work co-operatively with developers to retain trees on a practical retention basis;
▶ The council work co-operatively with developers to facilitate public access or to plan for parallel pedestrian and cycle access; and,
▶ The council work co-operatively with developers and other agencies to facilitate good design, which promotes the above objectives.

Progressive establishment of a linked open space network including retention of a proportion of the remnant scattered vegetation will greatly enhance the overall composition and sustainability of Wodonga’s growth areas.
Practical Retention Trees

Vegetation that is retained on a practical retention basis will have the following general characteristics.

- Retained on public land – on dedicated reserves or widened road reserves
- Retained in lieu of or to complement proposed street tree or other plantings
- Retained with limited encroachment of infrastructure in some situations
- Retained where risk to life or conflict with dwellings or other structures can be reasonably managed having regard to the ultimate size and form of the tree/s
5.5

Further Detailed Initiatives (Cont.)

5.5.2 Baranduda Fields Masterplan

A masterplan has been prepared for the land the council strategically purchased for Baranduda Fields, to test the viability of developing the site as a large scale sporting and community precinct. The masterplan was prepared in consultation with the community and key stakeholders, and set out a series of recommendations with regard to governance of the site, design and investment.

The plan (refer to Figure 9) is able to be delivered in stages and takes into consideration the following opportunities and constraints.

Opportunities and constraints:

- Opportunity to lead by example by sensitively integrating WREN reserves into development
- Future growth in Leneva-Baranduda
- Potential to link the site with existing and proposed local schools and co-locate open space and community facilities
- Proximity to future activity centre
- Ability to provide additional active open space
- Potential to link the site with a number of existing and future trail networks

Pictured here: Figure 11
Baranduda Fields Masterplan (Source: GHD)
1. Main entry
2. Landmark sculpture
3. Athletics
4. Carpark (280 spaces)
5. Public toilets, playground and BBQ facilities
6. Wetlands
7. Cycling track with separate adjacent walking track
8. WREN zone
9. Main AFL/cricket ground
10. Shared grandstand/pavilion
11. AFL/cricket ground (synthetic ground)
12. Covered netball courts (2) adjacent AFL
13. Open grassed fields (multi-use)
14. Tennis courts (12)
15. Carpark (100 spaces)
16. Coach parking
17. Secondary entry
18. Fishing pontoon
19. Storage
20. Public amenities/core building
21. Cricket nets
22. AFL/cricket ground
23. Indoor stadium (3 multi-use courts) includes tiered seating and amenities
25. Baseball/softball
26. Main rugby stadium/amenities
27. Rugby grounds (3)
28. Soccer grounds (4)
29. Hockey and soccer clubhouses and tiered seating
30. Hockey pitches (2)
31. Carpark (80 spaces)
32. Perimeter walking/running/cycling track with exercise stations
33. Carpark (60 spaces)
34. Pavilion
35. Baseball/softball nets and pavilion
36. Carpark (35 spaces)
37. Public amenities
38. Playground
39. Principal soccer pitch
40. Machinery shedding and depot
41. Lawn bowls greens (4) and clubhouse
Wodonga’s strategic location at the interchange of nationally significant transport modes (road and rail) has meant that Wodonga has thrived on its connection to the surrounding region and the capital cities of Melbourne, Sydney and Adelaide. This connectivity is a key strength that the Hume Regional Growth Plan seeks to leverage to enhance the prosperity of the city and the region.

Within Wodonga, however, this transport system has not always met the diverse needs of the local community, with an over-reliance on car-based transport and a lack of provision for pedestrian and cyclists. The Hume Regional Growth Plan identifies a need to provide an efficient, integrated and connected transport network that responds to community, business and visitor needs.

A Mobile and Connected Region aims to provide an integrated transport system that allows for ease of movement in and around Wodonga, while providing access to a variety of transport options that have both local and regional connections.

Given the regional nature of Wodonga, car dominance is, and is likely to remain, the key form of transport in the foreseeable future. This form of transport is well catered for in Wodonga, with a well-developed road network and priority given to private vehicles over other modes of transport.

However, there is a need to ensure that other modes of transport are a viable option for residents and provide an attractive, safe and practical alternative. Giving residents a greater choice in transport options in a quality built environment improves social connections, access to employment and equity within the community; enhancing the liveability and prosperity of the city.

While private cars provide the highest levels of mobility, transitioning to an improved integrated transport network will allow a greater balance between cars and other modes of transport, such as walking, cycling and public transport. Sustainable transport models recognise there are often alternatives to the car which are cheaper and more convenient to use for certain trips as well as providing for connections with environmental, social and economic benefits.
6.2 Guiding Principle

Transport underpins the liveability and prosperity of cities and connects people to jobs, services and the wider region. Wodonga will continue to be a car-dominated community for the foreseeable future, however, further emphasis is required on improving attractive alternative modes of transport such as walking, cycling and public transport to ensure an integrated transport system is achieved.
6.3 Key Strategic Documents

6.3.1 Wodonga Integrated Transport Strategy

The *Wodonga Integrated Transport Strategy, 2015* (WITS) identifies a range of issues and challenges that Wodonga is currently experiencing.

**Population and land use**
- Wodonga’s population growth is spreading into various growth areas, generally to the south. These areas tend to be less well-connected by sustainable transport option to access employment and services.
- High reliance on private motor vehicles for transport needs, and financial pressure created by multiple car ownership.

**Pedestrian Network**
- The existing pedestrian network in Wodonga includes comprehensive provision of footpaths, however, pedestrian priority is lacking at many intersections and road crossings. This causes safety, amenity and connection issues.

**Bicycle Network and Facilities**
- The existing recreational bicycle network does not connect to the CBA.
- The existing off-road bicycle network does not uniformly meet the relevant standards.
- The existing on-road bicycle network is discontinuous and limited.
- The existing bicycle facilities do not adequately connect to an overall network of facilities appropriate to the needs of various cyclist user groups.
- There are limited bicycle facilities within or connecting to the CBA.
- There is a lack of end of trip facilities at key destinations and land uses throughout Wodonga.
Public Transport Network
▶ The bus network is not legible to users.
▶ The frequency of most services is relatively poor.
▶ The span of hours of most services is poor, with very limited services on Saturday and no services on Sundays.
▶ The bus network does not connect to the railway station.
▶ The bus network includes a large number of overlapping services.

Road Network
▶ The road network prioritises private motor vehicles over other users.
▶ Significant land is taken up by roads throughout the CBA, creating barriers to movement by walking and cycling.

Car Parking
▶ Existing at grade car parks lack adequate pedestrian facilities and amenity.
▶ Inner ring road has the potential to better support use of existing car parking through introduction of car parking signage.

Freight Network
▶ The existing network of arterial roads and freeways caters well for road-based freight, however, Wodonga could better capitalise on its potential as a major freight hub.

Central Business Area
▶ The pedestrian network lacks priority at most intersections. In addition, there are numerous significant barriers to pedestrian movement.
▶ The cycling network does not link to the CBA.

Other relevant documents and strategies
▶ Bike Strategy, 2008
▶ Wodonga Arterial Network Study Development of a Strategic Transport Model and Addendum, 2011
▶ Sustainable Wodonga, 2015
Figure 12 | Integrated Transport Hierarchy in the Wodonga CBA
(Source: GTA)
Pedestrian safety, amenity and priority is the highest priority throughout the CBA, including connections to and interfaces with surrounding areas.

Safe bicycle access is the next highest priority.

Public transport access and priority is the next priority.

Local access for goods vehicles is the next priority.

Local access private vehicles is the fifth priority, noting provision for on-street car parking and convenient access to off-street car parks will be maintained, but at a lower priority than other modes above.

Through traffic (by private vehicles as well as freight) is the lowest priority and should be encouraged to bypass the CBA using nearby designated routes.
6.4

Objectives, Strategies and Actions

Objective 6

To ensure land use planning considers transport objectives and provides opportunities for sustainable transport options.

Land use planning decisions can have a significant impact on transport patterns and this can result in both positive and negative impacts on transport alternatives and opportunities. Integrated land use and transport planning is vital to ensure transport infrastructure and services are provided and integrated outcomes are achieved.

Land uses that reduce private car dependency by co-locating compatible land uses in accessible locations will assist in ensuring sustainable transport opportunities are available. As part of the land use planning process there is an opportunity to ensure non-car dependent uses are given priority over private vehicle usage and ensure transport is a central consideration in the planning process.

Strategies to achieve Objective 6

6.1 Strengthen the importance of ensuring sustainable transport options are considered as part of the planning process in the MSS.

6.2 Ensure that transport and land use integration is considered in the release of new land for urban development, including consideration of sustainable transport options to access employment and services.

6.3 Consider urban infill opportunities in preference to expansion on the urban fringes that encourages more sustainable transport options.

6.4 Provide improved sustainable transport options to enable households to be less car dependent and be able to access employment and services.
Objective 7

To encourage walkability through an improved pedestrian network with strong pedestrian links to the CBA.

Walking has a wide range of social, environmental, health and economic benefits for individuals and society. Increasing walking will improve people’s sense of community, activate the City, improve health and wellbeing while reducing dependency on private car usage.

The existing pedestrian network in Wodonga includes comprehensive provision of footpaths, however, pedestrian priority is lacking at many intersections and road crossings. The disconnect in the existing pedestrian network causes safety concerns and discourages walking as a transport option.

For Wodonga walkability in the CBA, is critical to the economic viability of the centre as it plays a strong role in assisting in the activation of the CBA. In order to retain existing business and attract new business, the CBA needs to improve walkability and provide an active, safe, connected and convenient experience for pedestrians, regardless of how they arrive in the CBA, as walking forms part of all trips. The provision of comprehensive walking networks with pedestrian priority areas throughout the centre (shared zones or similar) will assist in achieving the revisitation of the CBA.

A high quality, connected, safe and convenient pedestrian network is fundamental to improving the pedestrian network in Wodonga and achieving the numerous benefits that come from walking.

Strategies to achieve Objective 7

7.1 Improve the safety and directness of pedestrian priority at intersections and road crossings, particularly in the CBA and on the Principal Pedestrian Network (as identified in the WITS).

7.2 Provide safe pedestrian crossing opportunities at roundabouts through installation of signals, pedestrian crossings and / or other treatments.

7.3 Improve the directness of pedestrian routes and remove deviations caused by traffic treatments such as fencing and roundabouts.

7.4 Improve access to key destinations such as shopping centres, hospitals, schools and key employment nodes.

7.5 Implement a comprehensive range of pedestrian priority improvements throughout the CBA and interfaces to support pedestrian access to and throughout the CBA.
Objective 8

To encourage cycling as a mode of transport with strong bicycle links to the CBA and end of network facilities to ensure cycling can be a practical and safe travel option.

The existing bicycle network in Wodonga includes numerous road paths and trails and currently has 80 kilometres of bike and walking paths that link across the City.

A Principal Bicycle Network (PBN) has been identified as part of the WITS which, if implemented, will provide a significant increase in the attractiveness of cycling as a mode of transport in Wodonga, and will complement the existing network of off road paths and trails.

In order to encourage cycling as a suitable alternative transport mode, the end of network facilities are required. Currently the city in particular the CBA, lack adequate end of network facilities and forms one of the greatest challenges to cycling as it often impacts on the ability of cycling being a practical alternative transport option. It is critical that cyclists have access to secure bicycle parking, changing rooms, lockers, and showers in order for cycling to become a highly utilised transport mode.

Strategies to achieve Objective 8

8.1 Provide off-road access to the CBA to encourage visitation by families, workers, shoppers and recreational users.

8.2 Continue existing audit program and upgrade paths according to network priorities.

8.3 Implement priority connections and routes to provide a connected network of facilities (both on and off road as appropriate), and link to the regional trail networks.

8.4 Implement a network of bicycle facilities within the CBA as part of ongoing development and road network upgrades.

8.5 Provide end of trip facilities at key destinations through direct intervention or statutory measures.

8.6 Implement a coherent and connected bicycle network to and throughout the CBA, including provision of a continuous off-road connection from the regional trail network to the CBA.

8.7 Incorporate direct pedestrian and bicycle connectivity between the CBD and regional trail network and the Leneva-Baranduda Growth Area when preparing Precinct Structure Plans and Development Contributions Plans.
FIGURE 15
PEDESTRIAN NETWORK

- LGA AREA
- EXISTING URBAN AREA
- FUTURE URBAN AREA
- FREEWAY
- HIGHWAY
- ARTERIAL ROAD
- LOCAL ROAD
- RAILWAY LINE
- RAIL STATION
- EXISTING SHARED PATH
- POTENTIAL PRINCIPAL PEDESTRIAN NETWORK
- PRIORITY ROUNDABOUT UPGRADE
- PROPOSED OFF-ROAD CROSSING
- WATERWAYS

0 2 4 km

1:80000 at A4
1:20000 at AG
FIGURE 16
CYCLE NETWORK

- LGA AREA
- EXISTING URBAN AREA
- FUTURE URBAN AREA
- FREEWAY
- HIGHWAY
- ARTERIAL ROAD
- LOCAL ROAD
- RAILWAY LINE
- RAIL STATION
- PEDESTRIAN PRIORITY
- EXISTING ON-ROAD BIKE LANE
- PROPOSED ON-ROAD BIKE LANE
- EXISTING OFF-ROAD BIKE LANE
- PROPOSED OFF-ROAD BIKE LANE
- POTENTIAL HIGH-COUNTRY TRAIL
- WATERWAYS
Objective 9

To improve the accessibility of public transport and encourage the use of the public transport network as an alternative mode of transport in and around Wodonga.

At a minimum a base level of public transport should be available across Wodonga. Currently access to public transport is limited as the bus network is not legible to users due to the infrequency of most services, poor operating hours and very limited services are available on Saturdays and no services on Sundays. Further the bus network does not connect to the railway station and there are a large number of overlapping services resulting in inefficiencies in the current services being provided.

Public transport has an important role in providing access to necessary services and facilities, such as schools. The development of an integrated transport system that provides real travel choice including improving the public transport network within Wodonga can only be achieved by working in close partnership with the Victorian Government, particularly for public transport and arterial road improvements.

Although there are currently limitations in the bus network, the Wodonga train station has continued to serve as an access point to other major cities. The council will continue to advocate for a high speed rail network to be established and connect with Wodonga.

There is an opportunity to review the existing public transport network to ensure an improved system is provided that attracts a higher number of users to other modes of transport.

Strategies to achieve Objective 9

9.1 Work with relevant agencies, including Public Transport Victoria and bus providers, to undertake a comprehensive review the layout and operation of the Wodonga bus network using the following principles.

▶ Improve public transport connection to and from the station to cater for intermodal transfers including co-ordination of bus/train timetabling

▶ Creation of a legible network of services, potentially through a reduction in the number of routes

▶ Increase frequency and span of hours to evenings and weekends

▶ Ensure that the bus network serves the major land uses and residential areas throughout Wodonga, including growth areas, and the Bandiana Military Area.
FIGURE 17
PUBLIC TRANSPORT NETWORK

- LGA AREA
- EXISTING URBAN AREA
- FUTURE URBAN AREA
- FREEWAY
- HIGHWAY
- ARTERIAL ROAD
- LOCAL ROAD
- RAILWAY LINE
- RAIL STATION
- EXISTING BUS ROUTE
- POTENTIAL BUS ROUTE
- EXISTING BUS STOP
- POTENTIAL NEW BUS STOP
- 400M CATCHMENT BUS STOP
- 800M CATCHMENT RAIL STATION
- WATERWAYS

N

1:80000 at A4
1:20000 at A0
Objective 10

To promote the major freight hub in Wodonga as a place to do business including intermodal transfers.

Freight and logistics are a valued asset of Wodonga that makes an important contribution to the region’s and state’s economy. State Government has recognised the land use/transportation connection and the influence this has on planning and importantly the need to actively plan for infrastructure provision. Wodonga is strategically placed on the Hume national and intrastate road and rail freight corridor. This presents opportunities to leverage investment transport logistics and warehousing, as well as facilitation of movements within the region.

The freight network is well-serviced by the existing arterial road network, including the freeway network, town bypass and ring roads. Access to the CBA by freight vehicles is currently adequate, however, future road space reallocation and changes to the road network need to consider existing and future freight movements.

The growth of freight traffic (both road and rail based) is an important economic and planning consideration for future land use and transport planning in Wodonga.

Strategies to achieve Objective 10

10.1 Capitalise on Wodonga’s potential as a major freight hub, including at Logic and Enterprise Park maximise future opportunities, including provision for larger vehicles and inter modal transfers.

10.2 Continue to advocate for Federal and/or State funding to deliver additional business and investment opportunities at Logic.
6.4 Objectives, Strategies and Actions (cont.)

Objective 11

To improve transport infrastructure to support road and freight network improvements, pedestrian and cycle priority, public transport accessibility and public realm improvements within the CBA.

Wodonga has demonstrated a commitment to delivery of strategic transport network upgrades that have delivered substantial improvements to the function of the movement network and to the public realm. These projects have often been catalysts for further investment in the city and have provided the context for positive land use change.

Recent infrastructure projects include the removal of the rail from the CBA and the realignment of Elgin Boulevard, which have significantly improved the movement network within the central parts of Wodonga. The council now seeks to further these initiatives by prioritising walkability within and around the CBA.

The WITS has identified a range of high priority transport improvement projects that will support Wodonga’s growth and will improve accessibility for the community, business and visitors.
6.4 Objectives, Strategies and Actions (cont.)

**Strategies to achieve Objective 11**

11.1 Prioritise provision of a connected shared path network for pedestrians and bicycles in the short-medium term.

11.2 Investigate potential need for separation of bicycle and pedestrian facilities in the long term, once cycle numbers increase significantly.

11.3 Undertake key transport projects within the CBA that will improve the public realm and support major land use change and renewal.

11.4 Progressively replace roundabouts that present barriers and safety issues to pedestrians and cyclists with either signalised or priority intersection treatments.

11.5 Advocate for improvements to the Wodonga public transport network including:

- Improve coverage of the existing network to include bus stops in new growth areas, the Wodonga Railway Station and Bandiana military area;

- Improved service frequency; and,

- Review of existing routes to minimise duplication, to reduce the number of routes and to improve the legibility of routes.

11.6 Undertake road improvements in accordance with the WITS, that will improve traffic management and efficiency for freight suppliers and operators within Wodonga and the region.
Objective 12

To plan for and progressively deliver improved public transport and non-car based transport options throughout the growth areas including the Leneva-Baranduda growth area.

The designated growth areas offer opportunities to deliver integrated land use outcomes which have the potential to contribute to the viability and potential use of public transport and non-car based travel options including walking and cycling. To enhance these opportunities it is important to plan for convenient and direct access within and between neighbourhoods and to ensure that activity centres accommodate a range of land uses and are well located. It is also important to ensure that the planned open space network incorporates commuter based and recreational pedestrian and cycling routes and that key destinations such as Baranduda Fields.

Strategies to achieve Objective 12

12.1 Plan for delivery of multi purpose activity centres that are well located having regard to future public transport routes and non-car based travel options when preparing the Leneva Precinct Structure Plan/s.

12.2 Incorporate direct pedestrian and bicycle connectivity to future activity centres and key destinations such as Baranduda Fields when preparing the Leneva Precinct Structure Plan/s.

12.3 Ensure that careful regard is given to internal and external pedestrian and cycle routes within and between neighbourhoods.

Actions (further work)

A16 Undertake a Planning Scheme Amendment to strengthen the importance of ensuring sustainable transport options are considered as part of the planning process.

A17 Progressively undertake projects identified in the Wodonga Integrated Transport Strategy and Priority Implementation Plans

A18 Progressively develop the principal pedestrian network and principal bicycle network in accordance with the Wodonga Integrated Transport Strategy, the growth strategy and the Precinct Structure Plan for Leneva-Baranduda.

A19 Work collaboratively with relevant agencies, including Public Transport Victoria and bus service providers, to review and seek improvements to the public transport network.

A20 Advocate for State and Federal Government funding to improve freight networks and deliver additional business and investment opportunities at Logic Wodonga.
7

7.1 Context

A Thriving and Dynamic Economy

Employment, Industry and Tourism

A thriving and dynamic economy is important to the continued prosperity of a growing Wodonga. Planned residential growth must be supported by provision of broad scale employment opportunities to achieve a sustainable future.

The city is strategically positioned to attract investment and employment - enhanced employment prospects will add to the attractiveness of Wodonga as a housing destination.

The Hume Regional Growth Plan seeks to build on the region’s strengths and competitive advantages to expand and diversify the economy. For Wodonga, this means capitalising on the strategic transport links and educational facilities, the relationship with Albury, and the city’s strong historical emphasis on providing for employment generating land uses.

The resilience of Wodonga’s economy is underpinned by the presence of a number of large, well established businesses, a large defence presence at the Latchford Barracks and Bandiana Army Base and Wodonga’s recognised role as a transport and logistics centre.

Key industries in Wodonga include manufacturing, retail, health care, public administration (including defence) and logistics. Over the past decade strong population growth and the council’s commitment to proactive economic development strategies have resulted in employment growth in the manufacturing and construction industries. Growth has also been strong in the transport logistics industries, due in large part to Wodonga Council’s investment and development of a transport logistics centre (Logic) at the junction of the Hume Freeway and the Murray Valley Highway. Collectively, these initiatives have ensured that Wodonga has an ample and diverse supply of industrial land to meet the needs of a growing economy.

Agriculture, and in particular, grazing associated with beef cattle, sheep and milk products, forms a part of the city’s economy, although it is less important than in surrounding areas in the region.

Wodonga’s strengths in the education sector, driven by the presence of La Trobe University, Wodonga TAFE and a range of schools and community colleges, presents opportunities to increase access to higher learning, and diversify and value-add to employment sectors.

Tourism to the region, and to Wodonga as the primary service centre to the region, will play an increasingly important role in the future. Revitalising the CBA as a vibrant destination, with a range of seasonal and nighttime hospitality and entertainment uses, cultural facilities as well as high-end accommodation options, is central to supporting this growing industry, as is developing other recreation opportunities, such as cycling and access to Wodonga’s hills and waterways.
Activity Centres

Wodonga has a well-established retail hierarchy, with a high level of retail floorspace provision primarily concentrated in three activity centres: the CBA, Birralee Shopping Centre and White Box Rise Shopping Centre. Collectively these centres contribute to the local economy, providing retail and service employment opportunities. Despite this excellent level of provision, there is a relatively high level of escape expenditure from Wodonga to Albury and other surrounding areas. As Wodonga grows, initiatives are required to encourage residents to shop locally within the city.

The CBA is the primary activity centre, and is currently undergoing transition to a modern mixed-use centre. A number of major developments are planned or have recently been delivered which are changing the look and feel of the CBA.

▶ Junction Place – Redevelopment of the former railway station site following realignment of the railway line away from the CBA provides an opportunity for a large scale (10ha) mixed-use urban renewal project. The site is planned to be transformed into a vibrant mixed use residential, retail and commercial precinct, providing both day and night-time activation at the northern end of the CBA.

▶ Mann Central – A new shopping centre at the corner of High St and Elgin Boulevard comprising supermarkets, a discount department store and specialty shops is currently being developed. The centre will significantly improve Wodonga’s retail offer in the CBA.

▶ The Cube Wodonga – A state-of-the-art entertainment facility that opened in 2012, owned and operated by Wodonga Council. The Cube Wodonga provides a high quality venue for events, shows and functions available to the community. The Cube Wodonga reinforces the CBA’s role as more than a retail centre, with cultural and entertainment events programmed.

▶ The Huon Hill Tavern and Quest Apartments – An integrated development in the CBA providing serviced accommodation, conference facilities and dining. The development opened in 2013, providing diversity to the CBA, and night-time activation.

▶ Arts Space Wodonga – This contemporary gallery provides a programme of diverse exhibitions, performances and workshops.

These developments have been supported by a number of major recent infrastructure improvements within the CBA following the removal of the rail, including redevelopment of the rail line land of the Elgin Boulevard-High St intersection and extension of Watson and Smythe streets over the old railway line and the extension of Church Street.

The Wodonga Growth Strategy emphasises the primacy of this centre in the hierarchy, and prioritises actions to ensure its successful revitalisation to a thriving and vibrant economic and community centre.
7.2 Guiding Principle

Wodonga will continue to grow as North East Victoria’s premier economic centre, with a vibrant, diverse and innovative economy that will continue to attract residents and visitors to the city. The thriving economy will be built around activation of the CBA, enhancement of existing employment nodes and strengthening of the tourism and education sectors.

Wodonga CBA Revitalisation Plan

In order to position Wodonga’s CBA to realise its full potential as a highly attractive and functional centre for existing businesses, property investors, residents and visitors, the Wodonga CBA Revitalisation Plan has been prepared. Additionally, the Wodonga CBA urban design guidelines define the types and form of economic, cultural and social outcomes that will be supported in the CBA.

Key drivers that will inform development in the CBA

- Create a robust regional capital for increased economic, cultural and community activities.
- Ensure a healthy and accessible city heart.
- Dare to be different — continue to create a point of difference for the Wodonga CBA through innovation in future design and activities that help Wodonga to stand out from competitor centres.
- Create a CBA that welcomes all — locals and visitors alike.
- In partnership and participation with CBA stakeholders and the Wodonga community, the council will act as the key facilitator and influencer to guide the integration and implementation of this plan.
The CBA Heart
Wodonga Economic Development Strategy

The Wodonga Economic Development Strategy 2014 to 2019 identifies Wodonga’s competitive advantages that attract development, investment and people to the City, and has used these to develop a vision for Wodonga’s economy.

In 2019, Wodonga is a city with a vibrant and diverse economy, driven by innovative and sustainable businesses. The city’s central business area has emerged as a premier retail, entertainment and service destination for North East Victoria, where the offerings are sophisticated and reflect the community’s active and creative lifestyle. The completion of the intermodal terminal and attraction of significant new private investment at Logic has strengthened its reputation as a leading industrial precinct. Wodonga businesses feel engaged, supported and encouraged to grow, while new businesses and industries are attracted to Wodonga because of its location, stable workforce and high-quality infrastructure. Public and private investment has continued around the city, with clear and consistent council strategies, polices and plans in place to ensure certainty for investors and developers.

Four focus areas have been identified to achieve this vision:

**Focus Area 1 | Central business area**

**Goal:** To attract investment, development and activity that will contribute to the revitalisation of Wodonga’s central business area.

**Focus Area 2 | Logic**

**Goal:** To be the leading industrial precinct for large manufacturing, transport, warehousing and logistics in northern Victoria and along the eastern seaboard on the Hume Freeway.

**Focus Area 3 | Existing businesses**

**Goal:** To ensure Wodonga businesses are provided with the assistance and support they need to enable them to grow and prosper.

**Focus Area 4 | Investment attraction**

**Goal:** To capitalise on Wodonga’s key competitive strengths to leverage government and private (both Australian and international) investment to grow the city’s economy.

### Other Relevant Documents and Strategies

- CBA Mapping and Database, 2014
- Albury Wodonga Digital Economy Strategy, 2014
- Wodonga Economic Options Report, 2013
- Wodonga Town Centre Commercial Study, 2012
- Junction Place Commercial Options and Strategy, 2012
- Wodonga Activity Centre Strategy Review, 2012
- North Leneva Town Centre Market Assessment, 2008

### 7.2 Guiding Principle (cont.)
Objective 13

To establish a coherent and tiered retail hierarchy that recognises and reinforces the primacy of the central business area (CBA) in order to meet the needs of both its regional and local catchments and to provide for Wodonga’s existing and future communities.

As Wodonga grows, additional retail floorspace will be required to serve the needs of the growing community. The growth strategy reinforces the role of the CBA as the primary activity centre where the most intensive economic, social, cultural and residential activities should take place.

New communities within growth areas, and in particular the Leneva-Baranduda Growth area, will require access to new or expanded activity centres. The delivery of these centres must have regard to their place in the overall hierarchy so as not to threaten the primacy and central role of the CBA. For this reason, activity centre development in growth areas should be delivered in a staged manner, and previous plans for a number of large-scale activity centres are to be reconsidered.

Table 9 on p.104 identifies an activity centre hierarchy and indicative floorspace allocation for each centre; however, it is recognised that further work is required to confirm the capacity of each centre, and appropriate floorspace allocations.
FIGURE 21
ACTIVITY CENTRES

- LGA AREA
- EXISTING URBAN AREA
- FUTURE URBAN AREA
- FREEWAY
- HIGHWAY
- ARTENTIAL ROAD
- RAILWAY LINE
- RAIL STATION
- PRIMARY ACTIVITY CENTRE
- LOCAL TOWN CENTRE - LARGE - EXISTING
- LOCAL TOWN CENTRE - LARGE - PROPOSED
- LOCAL TOWN CENTRE - SMALL - EXISTING
- LOCAL TOWN CENTRE - SMALL - PROPOSED
- POTENTIAL BULKY GOODS AREA
- WATERWAYS

[Map with various locations marked including Albury, Wodonga, Baranduda, etc.]
### Activity Centre Hierarchy Floorspace Allocations

<table>
<thead>
<tr>
<th>Level</th>
<th>Role</th>
<th>Location and floorspace allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary activity centre</td>
<td>Primary centre for higher order retail, office and service employment, social, cultural and residential activities. Serves the entire city of Wodonga and surrounding regional catchment.</td>
<td><strong>Wodonga CBA</strong>  &lt;br&gt;Current retail floorspace: 45,000sqm (plus 10,000sqm of bulky goods at the northern end of High Street). Ultimate retail floorspace unrestricted into the future.</td>
</tr>
<tr>
<td>Large Local Town Centre</td>
<td>Services the everyday and local service needs of residents of a neighbourhood or series of neighbourhoods. White Box Rise, in the short to medium term will service the main retail needs of the southern and eastern parts of Wodonga.</td>
<td><strong>White Box Rise and Baranduda Town Centre</strong>  &lt;br&gt;Max. 12,000sqm  &lt;br&gt;Baranduda to be restricted to a local town centre, small until substantiated growth has occurred in Baranduda and Leneva.</td>
</tr>
<tr>
<td>Small Local Town Centre</td>
<td>Services the everyday and local service needs of residents of a neighbourhood or series of neighbourhoods, at a smaller scale than a Large Local Town Centre.</td>
<td><strong>Birallee, Killara, Enterprise Park and Leneva</strong>  &lt;br&gt;3500-6500sqm  &lt;br&gt;Leneva Town Centre to be restricted to a convenience centre until substantial development has taken place in Leneva Valley and the Baranduda Town Centre is well-established.</td>
</tr>
<tr>
<td>Level</td>
<td>Role</td>
<td>Location and floorspace allocation</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Convenience Centre</td>
<td>Meets the convenience retail needs of a local catchment or passing trade. The Baranduda Village centre currently acts as a convenience centre as a standalone shop, but has the capacity to become a Local Town Centre as a result of growth in the Leneva-Baranduda area.</td>
<td>Bonegila, Beechworth Road and stand alone shops 500-1,500sqm</td>
</tr>
<tr>
<td>Bulky Goods</td>
<td>Sites defined as appropriate for the sale of bulky goods (restricted retail), generally along key higher order roads.</td>
<td>CBA North, Anzac Parade and Melbourne Road</td>
</tr>
</tbody>
</table>
7.3
Objectives, Strategies and Actions
(cont.)

Strategies to achieve Objective 13

13.1 Confirm the capacity and appropriate floor space allocations of each activity centre within the retail hierarchy in Table 9.

13.2 Reinforce the activity centre hierarchy when planning for new growth area and assessing applications to expand existing centres.

13.3 Protect the primacy of the CBA by limiting the scale and staging of activity centres in the Leneva-Baranduda PSP in accordance with projected demand for additional retail floor space.

13.4 Discourage commercial/retail development outside of existing activity centres.

13.5 Confirm the capacity of the CBA and local activity centres and appropriate floor space allocation for each centre.

13.6 Ensure Precinct Structure Plans adopt the hierarchy for future activity centres in the Leneva-Baranduda Growth Area as hierarchy set out in Figure 18 (page 95).

13.7 Support consolidation of White Box Rise as a Large Local Town Centre via incorporation of provision for an additional restricted line supermarket.

13.8 Support provision for a new Major Town Centre in Baranduda, to be delivered in stages.

13.9 Plan for other Local Town Centres in preparation of any subsequent Precinct Structure Plans in the unzoned part of the Leneva-Baranduda growth area having regard to the location and timing of delivery of planned centres within the first Precinct Structure Plan.
Objective 14

To support the delivery of mixed use, walkable local town centres that are co-located with community services and facilities wherever possible and which maximise opportunities for multi purpose trips and reduced reliance on car based travel.

Local town centres play a very important role in establishing a focus for the community where lower order and daily retail needs can be met and where a range of local services and facilities can be provided. In addition to providing for the functional requirements of local town centres, it is very important to ensure that the design promotes a positive sense of amenity and place (including overall urban design, architecture and landscape presence). It is also very important to ensure that the layout and design of the surrounding urban form, including the local street network, supports accessibility by a range of modes of transport including walking and cycling. Co-location of community services and facilities, including schools, will also serve to activate local town centres and promote multi purpose trips.

Local town centres also offer an opportunity for delivery of increased densities and diverse housing outcomes. In a growth area context, emphasis should be placed on making provision for diverse housing outcomes as the first priority noting that the density of development may increase over time in the primary walkable catchment.

Strategies to achieve Objective 14


14.2 Avoid large expanses of car parking on prominent street fronts.

14.3 Support provision of on-street car parking in and around local town centres.

14.4 Support provision of non-standard street cross sections within and surrounding local town centres to encourage enhanced street tree and other plantings, increased on-street car parking and to encourage delivery of diverse housing outcomes.

14.5 Co-locate local town centres with planned community hubs in the Leneva-Baranduda growth area.

14.6 Incorporate provision for direct and convenient pedestrian and bicycle access into and around planned local town centres.

14.7 Oppose fully enclosed local town centre layouts that do not incorporate provision for street based activity.

14.8 Incorporate provision for community meeting spaces and/or public open space within or adjacent to planned local town centres.
Objective 15

To support and encourage revitalisation and diversification of the central business area as a vibrant, modern mixed-use centre

Revitalising the Wodonga CBA as a modern mixed-use centre is a long-standing key objective of the Wodonga CBA Revitalisation Plan, and is reinforced in the growth strategy. Focusing on the primacy of this centre for Wodonga’s additional retail floorspace needs (refer to Objective 13) must also be coupled with a focus on strengthening the economic, civic and cultural importance of the centre. The council is actively pursuing actions that will reinforce this role from an economic development, civic and community perspective, whereas the growth strategy focuses on land-use planning and design actions that will contribute to ensuring the CBA is vibrant and active.

The character and quality of public spaces, such as streets and the way in which buildings address the streets, will be of particular importance if the CBA is to function as a modern mixed-use centre, and to generate street-based vibrancy and activity. Enhancing the vibrancy of the CBA, in particular, with night-time and seasonal activation, and by providing a diversity of accommodation options within the CBA will contribute not only to a local sense of pride, but will also strengthen Wodonga’s role as an overnight tourist destination.
Strategies to achieve Objective 15

15.1 Progressively implement plans to revitalise the CBA in accordance with the *Wodonga CBA Revitalisation Plan*.

15.2 Support development of key redevelopment sites, including Junction Place, CBD West and Mann Central in accordance with the objectives of the Wodonga CBA Revitalisation Plan.

15.3 Prioritise ongoing streetscape improvement initiatives within High St.

15.4 Support and encourage positive urban design initiatives within the CBA that create a sense of character and improve the quality of public spaces.

15.5 Encourage activation of streets with shopfronts, or other forms of active presentation.

15.6 Discourage designs that propose internalised spaces that do not enhance the overall functioning and appearance of the CBA’s public spaces, including streets.

15.7 Support on street car parking in the CBA wherever possible.

15.8 Discourage designs that propose large expanses of car parking to the frontages of key streets within the CBA.

15.9 Direct appropriate and diverse land uses, including residential, civic, community and cultural uses to locate within the CBA.

15.10 Encourage and support uses (including temporary uses) that will activate the CBD out of the usual retail operating hours and seasons.

15.11 Encourage provision of housing, including affordable housing options, within the CBA and surrounds in order to contribute to activation.
Objective 16

To promote growth, productivity and diversification of employment opportunities within Wodonga.

Wodonga’s commitment to actively facilitating and supporting employment growth within the city is evident in the comprehensive nature of Wodonga’s economic development strategies and the strength of the local economy across a range of sectors. The council has been successful in attracting both public and private investment to ensure there are jobs to support Wodonga as a liveable and prosperous city. The growth strategy supports this ongoing commitment in a land-use planning sense, by reinforcing the approach taken to development of employment nodes in key locations around the city, and by supporting initiatives to strengthen and diversify the employment base, particularly in the education service and tourism sectors.

Existing industrial land supply is anticipated to meet the needs of a growing Wodonga in terms of quantum and diversity of stock, even if take up rates accelerate. Given the ample supply of industrial land within the employment nodes, no further land is identified for rezoning for employment purposes, however, any proposals for additional land supply or to facilitate investment and economic development will be considered on a case-by-case basis.
Strategies to achieve Objective 16

16.1 Reinforce the role of the primary employment nodes as the key location for industrial and logistics land uses.

16.2 Protect zoned industrial land from encroachment of sensitive land uses that would compromise the effective and efficient operation of the land for employment purposes.

16.3 Facilitate the transition of Gateway Island from an employment node to a tourism and entertainment node.

16.4 Monitor take-up rates of employment to ensure that there remains sufficient and suitable supply available. In particular, ensure that there are sufficient small lots available to encourage establishment of smaller businesses.

16.5 Continue to implement the strategies and objectives contained within the Wodonga Economic Development Strategy 2014 to 2019.

16.6 Prepare an Industrial Land Use Strategy for Wodonga including investigation of barriers to investment and competitiveness with Albury and whether the council is providing appropriately sized, types and locations of industrial land to meet the needs of emerging businesses.

16.7 Consider any requests for rezoning to facilitate industrial development within the city on a case-by-case basis. Proposals must demonstrate how they will positively contribute to the enhancement and diversity of Wodonga’s employment base.

16.8 Support expansion and diversification of Wodonga’s tertiary education sector.

16.9 Prioritise actions that will revitalise the CBA and enhance its role as an overnight tourism destination.

16.10 Focus on Wodonga’s waterways, parks and environmental land including Lake Hume, to be used for nature based recreational activities.

16.11 Develop recreational cycling within the city via preparation of the Tourism Infrastructure Master Plan and the Hills Activation Strategy.
Actions (further work)

A21 Prepare a Retail Strategy that includes a capacity analysis of the CBA and local activity centres and confirms floorspace allocations for each centre.

A22 Prepare a Planning Scheme Amendment to implement Wodonga’s retail and employment hierarchy in accordance with the growth strategy and the Retail Strategy.

A23 Prepare Urban Design Frameworks for new town centres within Leneva-Baranduda in accordance with the growth strategy objectives and the future Precinct Structure Plan for the growth area.

A24 Prepare a Planning Scheme Amendment to incorporate the recommendations of recent strategic planning projects to revitalise the CBA, including amendments that will enable uses, including temporary uses, that will activate the CBA.

A25 Prepare Public Domain Plans to provide clear guidance on desired streetscape design outcomes in the CBA and elsewhere.

A26 Progressively implement projects and plan to revitalise the CBA identified in the CBA Revitalisation Plan and any future Public Domain Plan.

A27 Undertake an economic analysis of housing markets in Wodonga as an input to the Housing Strategy, to assess the viability of increased infill development in the CBA and surrounds.

A28 Prepare annual Land Development Trends Reports to track ongoing provision of industrial land availability and consumption.

A29 Prepare an Industrial Land Use Strategy.

A30 Undertake progressive rezoning for industrial development in accordance with the Industrial Land Use Strategy.

A31 Prepare an updated masterplan for Gateway Island.

A32 Prepare a Waterways Activation Strategy to provide guidance on nature-based recreation opportunities.

A33 Prepare a Tourism Infrastructure Masterplan and Hills Activation Strategy.

A34 Actively support expansion and diversification of Wodonga’s tertiary education sector.
FIGURE 22
EMPLOYMENT AREAS + FREIGHT NETWORK

- LGA AREA
- EXISTING URBAN AREA
- FUTURE URBAN AREA
- FREEWAY
- HIGHWAY
- ARTERIAL ROAD
- KEY FREIGHT CONNECTION
- RAILWAY LINE
- RAIL STATION
- PRIMARY NODE
- SECONDARY NODE
- EDUCATION NODE
- CENTRAL BUSINESS AREA
- WATERWAYS

1:125,000 at A4 km
Balancing environmental and heritage protection in the context of growth can be challenging. Not only are these features intrinsically valuable in themselves, creating an inherent part of neighbourhood character, they play an important role in the continued liveability and prosperity of the city and the region, contributing to the lifestyle amenity and tourism attractions of Wodonga.

Wodonga contains a rich historic and cultural heritage that includes Bonegilla Migrant Experience, its rail heritage and indigenous heritage. The hills, woodlands and watercourses surrounding Wodonga have long been recognised as important visual components of the city. They also support significant environmental values and are widely identified and supported lifestyle and community assets.

The Hume Regional Growth Plan recognises the importance of enhancing environmental assets and values and protecting the region’s Aboriginal and historic heritage, as well as ensuring the impacts of climate change are properly considered.

Wodonga has traditionally pursued strategic approaches to protection of its important environmental landscapes as the town has grown into a city. Wodonga currently controls over 2100 hectares of open space within conservation reserves, including important hillsides and areas of significant native vegetation. This land was progressively secured as conservation land as urban development progressed under the AWDC and other developers. A strategic approach to conservation of significant environmental land (known as the WREN Strategy) has also been developed in the new Leneva-Baranduda growth area (refer to 8.3). Parklands Albury Wodonga manage 2300ha of Crown land, including hilltops and river frontage.

These conservation spaces are managed to improve native vegetation outcomes to offset the loss of native vegetation in developed areas, but are also important open space and recreation assets for the community. The growth strategy therefore seeks to emphasise the important role these spaces play not only in terms of environmental protection, but their contribution to the health and wellbeing of the community and the character of the city. However, the sheer scale of these spaces presents challenges for funding ongoing management, necessitating a more strategic approach, and will require considerable resources and an ongoing commitment from the council and other agencies.

The rural setting of Wodonga, as with much of Victoria, also presents risks in terms of bushfire. The area surrounding Wodonga is designated as Bushfire Prone (as is most of rural Victoria), and bushfire risk is likely to increase as climate conditions change. As such, planning and land use decisions need to have careful regard for the risks posed by bushfire, and seek to mitigate these risks where possible.
Conservation Land

- Intrinsic value protection
- Health + wellbeing contribution
- Native vegetation offsets
- Linked open space system
- Character and identity of the city
- Tourism attraction
- Pedestrian and cycle network
Respecting the environment and heritage of a place is a priority, and as Wodonga grows, it is important to recognise and incorporate the valuable contribution that the city’s environmental values and heritage can make to the urban form.

8.2 Guiding Principle

Wodonga Retained Environment Network, 2007
The Wodonga Retained Environmental Network (WREN) land is an offset strategy for the planned loss of native vegetation as urban development occurs.

The AWDC, in partnership with the then Department of Sustainability and Environment and the Wodonga Council prepared the WREN Strategy in 2006 and 2007. The project was the first of its kind in Victoria, which set out to identify and apply methods to protect native vegetation within a growth corridor in a strategic manner, before rezoning of the land took place.

The WREN Strategy applies to land in the Leneva-Baranduda growth area and, to date, 478 hectares of conservation land has been transferred into council ownership, along with funds to manage some of the land. This land is located primarily along creek corridors and to significant areas of native vegetation with 110ha of WREN land managed by Parklands Albury Wodonga.

8.3 Key Strategic Documents

- WREN Land Management Mapping, 2013
- Environmental Land Audit, 2014
- Leneva Valley and Baranduda NVPP, 2014
- Wodonga Heritage Study Part A, 2011

Other Relevant Documents and Strategies
Figure 23
Current WREN Funding Status

- LGA Area
- Existing Urban Area
- Future Urban Area
- Freeway
- Highway
- Arterial Road
- Local Road
- Railway Line
- Rail Station
- Unfunded WREN Land
- Funded WREN Land
- Waterways
8.4

Objectives, Strategies and Actions

Objective 17

To pursue protection and management of conservation land, recognising its various roles, for the benefit of existing and future generations

Wodonga, in response to the desire to balance the needs of development with the needs of the environment, has progressively taken responsibility for management of three types of conservation land. This land serves a range of environmental and other socio-economic purposes, that contribute to the liveability and prosperity of the city.

The strategic approach with which this land has come into public ownership has sought to achieve a balance between the needs of the environment and supporting the growth of the city. However, in order to ensure that these spaces continue to effectively serve their multiple intended functions as described in Figure 22, the growth strategy outlines a number of strategic actions to ensure sustainability and ongoing funding of these important spaces.
FIGURE 24
CONSERVATION LAND - PUBLIC

- LGA AREA
- EXISTING URBAN AREA
- FUTURE URBAN AREA
- FREEWAY
- HIGHWAY
- ARTERIAL ROAD
- LOCAL ROAD
- RAILWAY LINE
- RAIL STATION
- NATIVE VEGETATION OFFSET AREA
- WREN LAND (CURRENT)
- WREN LAND (FUTURE)
- HILLS
- WATERWAYS

Legend:

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<thead>
<tr>
<th>Color</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Red</td>
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</tr>
<tr>
<td>Green</td>
<td>EXISTING URBAN AREA</td>
</tr>
<tr>
<td>Pink</td>
<td>FUTURE URBAN AREA</td>
</tr>
<tr>
<td>Gray</td>
<td>FREEWAY</td>
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<tr>
<td>Gray</td>
<td>HIGHWAY</td>
</tr>
<tr>
<td>Gray</td>
<td>ARTERIAL ROAD</td>
</tr>
<tr>
<td>Gray</td>
<td>LOCAL ROAD</td>
</tr>
<tr>
<td>Gray</td>
<td>RAILWAY LINE</td>
</tr>
<tr>
<td>Gray</td>
<td>RAIL STATION</td>
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<tr>
<td>Yellow</td>
<td>NATIVE VEGETATION OFFSET AREA</td>
</tr>
<tr>
<td>Green</td>
<td>WREN LAND (CURRENT)</td>
</tr>
<tr>
<td>Green</td>
<td>WREN LAND (FUTURE)</td>
</tr>
<tr>
<td>Green</td>
<td>HILLS</td>
</tr>
<tr>
<td>Blue</td>
<td>WATERWAYS</td>
</tr>
</tbody>
</table>

Scale:

1:80000 at A4
1:20000 at A0

Legend:

- N
- W
- E
- S

Legend:

- 0 1 2 km
- 3 km

Legend:

- Figure 24
- Conservation Land - Public
### Conservation Land Categories (Table 10)

<table>
<thead>
<tr>
<th>Category</th>
<th>Definition</th>
<th>Current Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Land</td>
<td>Land that was transferred to the council as part of an agreement made with the Albury Wodonga Development Corporation in June 2000. It consisted of transfer of Mahers Hill, Klings Hill, Federation Hill, Huon Hill, and the south-western portion of Middle Creek in return for support for rezoning of land in Coyles Road, Felltimber estate and Leneva. These lands came to the council without funding and are managed under the Environmental Lands Budget (some developer offsets apply). In addition, Parklands Albury Wodonga manages a further 2300ha of Crown land.</td>
<td>1477 ha</td>
</tr>
<tr>
<td>WREN (current and future)</td>
<td>Current WREN land was transferred into public ownership as part of the WREN Strategy between 2006 and 2012. This land was transferred to the council and the Crown with approximately $2.8 million in funding to be actively managed as offsets for development in Baranduda and the Leneva Valley. Future WREN land remains privately owned, and is proposed to be progressively transferred to public ownership as development occurs.</td>
<td>588 ha</td>
</tr>
<tr>
<td></td>
<td></td>
<td>+ 110ha Crown land + 219ha future WREN land</td>
</tr>
<tr>
<td>Developer Offset Land</td>
<td>Additional land parcels owned or to be transferred to the council that have been secured for conservation purposes. Land management agreements apply to such land.</td>
<td>73 ha</td>
</tr>
</tbody>
</table>
8.4
Objectives, Strategies and Actions
(cont.)

Strategies to achieve Structure 17

Overall

17.1 Pursue management of the three categories of conservation land for the benefit of existing and future generations.

17.2 Following the completion of the WREN Strategy, continue to balance the needs of development with the needs of the environment by setting aside and managing key environmental land.

17.3 Support the recreational role of conservation land by encouraging appropriate and sensitive public access where deemed appropriate, with emphasis on important pedestrian and bicycle connections.

17.4 Require preparation of conservation management plans for land that is yet to be transferred into public ownership.

Leneva-Baranduda Growth Area

17.5 Adopt a strategic approach to conservation land allocation and future transfer of WREN land during formulation of any Precinct Structure Plans in Leneva-Baranduda, having regard to the financial resources required on an ongoing basis to manage conservation land.

17.6 Consider potential for development contributions to be gathered in Leneva-Baranduda and directed toward management of conservation land, having regard to other projects and overall affordability levels.

17.7 Consider potential public access opportunities and make provision for pedestrian and bicycle access either within or adjacent to any reserves that offer connectivity within and beyond the growth areas;

17.8 Encourage co-location of drainage retarding basins and/or water treatment infrastructure in proximity to existing waterways wherever possible to enhance the open space value and habitat value of the assets.
17.9 Encourage retention of a proportion of the remnant scattered trees that will enhance the urban form and contribute to the environmental sustainability of the Leneva Valley.

17.10 Acknowledge possible conflict between land that is set aside for conservation purposes and necessary physical infrastructure that is required to service planned growth and take a proactive, leadership approach to managing the conflict by only allowing removal of environmental assets where:

- The infrastructure is essential and is required to service the urban land;
- The location of the infrastructure is fixed due to engineering requirements;
- Relocation of the infrastructure would cause unreasonable financial or other impacts including uncertainty of infrastructure provision; and,
- In any instances where there is a conflict between environmental assets and infrastructure and any environmental assets are removed, then offset payments will be required to offset the loss and any such offsets should be directed toward ongoing management of the WREN land.
8.4 Objectives, Strategies and Actions (cont.)

Objective 18

To take a strategic, co-ordinated and balanced approach to management of the water cycle at all stages of planning for and delivering development.

Management of natural resources such as water is also an important focus as a city develops. In the past, Wodonga has had ongoing issues with a piecemeal approach to delivery and management of drainage infrastructure, primarily as a result of the small scale and fragmented location of many developments. The approach taken has primarily focused on the conveyance of stormwater to the creek network, and there has been limited opportunity to ensure drainage infrastructure contributes to water quality treatment and urban amenity improvements.

The emphasis at a State and local government level is now increasingly shifting to a holistic approach and that looks to co-ordinated and strategic management of the whole of the water cycle. This approach to management presents a number of both opportunities and constraints to development that will need to be carefully considered in terms of short, medium and longer-term actions.

North East Water, the council and the MPA are currently working through a Whole of Water Cycle Strategy for the Leneva-Baranduda precinct structure plan. The strategy identifies a range of options and assesses them against a set of criteria. The growth strategy seeks to ensure that this process takes a strategic, holistic and balanced approach that considers the short, medium and longer-term implications for the environment, the urban form, the council and the development industry.

Strategies to achieve Objective 18

18.1 Finalise the Leneva-Baranduda Whole of Water Cycle Management Plan and identify a preferred option for implementation in the Leneva-Baranduda PSP area.

18.2 Identify a preferred option for Leneva-Baranduda, which is balanced in its response to the environmental considerations identified in the plan and the following additional considerations in the short, medium and long term.

- Construction and maintenance costs
- Management responsibilities and risks
- Role in achieving complementary open space objectives, including a high quality interface to WREN land
- Role in contributing to the urban form
- Role in contributing to habitat and biodiversity values
- Ability to efficiently and effectively implement
- Access to waterways for recreation purposes

18.3 Require submission of drainage management plans that have regard to impacts on receiving waters as a critical component of all Development Plans.
FIGURE 25
WATERWAYS & FLOODPRONE LAND

- LGA AREA
- EXISTING URBAN AREA
- FUTURE URBAN AREA
- FREEWAY
- HIGHWAY
- ARTERIAL ROAD
- RAILWAY
- RAIL STATION
- FLOODPRONE LAND
- WATERBODY
- WATERWAYS

1:125,000 at A4

km
Objective 19

To sensitively respond to, manage and integrate sites and features of historical and cultural heritage when planning for new growth and development

Wodonga’s heritage is important to the identity and character of the city. Wodonga has a rich Aboriginal cultural heritage with sites of significance, as well as number of historical sites of heritage significance located around the city.

Development in Wodonga’s growth areas, as well as infill development and change in the existing areas, should have careful regard to the existing heritage fabric and respond to sites of significance with respect and sensitivity.

Wodonga has undertaken Part A of a citywide heritage study, which has resulted in a number of heritage sites being offered protection under the Heritage Overlay.

Aboriginal cultural heritage is protected and managed under the Aboriginal Heritage Act, 2006. This Act requires that prior to significant ground disturbance of sensitive areas (like that associated with land development), a Cultural Heritage Management Plan (CHMP) is required to be prepared and approved by the relevant Registered Aboriginal Party. The purpose of the CHMP is to outline measures to be taken before, during and after development in order to manage and protect Aboriginal cultural heritage in the activity area.

Strategies to achieve Objective 19

19.1 Undertake preparation of Cultural Heritage Management Plans as part of planning for the Leneva-Baranduda PSP area

19.2 Require preparation of Cultural Heritage Management Plans for other development as required by the Aboriginal Heritage Act 2006.

Actions (further work)

A35 Prepare conservation management plans for the three categories of conservation land, and for land yet to be transferred into public ownership.

A36 Investigate a potential funding model to fund ongoing management of environmental/conservation land in Leneva-Baranduda as part of the Precinct Structure Plan for the growth area.

A37 Develop an policy with regard to development of essential infrastructure in WREN land.

A38 Prepare Hills Activation Strategy to define the recreational role of conservation land where appropriate.

A39 Prepare and communicate a Development Charter that articulates the balanced approach the council will adopt to achieve desired efficient and environmentally sustainable development outcomes in Leneva-Baranduda.

A40 Complete and implement Whole of Water Cycle Management Plan.
9

9.1
Context

The rural regions and settlements surrounding Wodonga play an important role in the region; offering an alternative lifestyle opportunity, agricultural opportunities and attractive undeveloped scenic landscapes. The *Hume Regional Growth Plan* recognises the importance of retaining and protecting productive rural land for agricultural purposes, and of supporting the needs of rural townships.

The rural land surrounding Wodonga is characterised by hills and floodplains, and is considered to be environmentally sensitive. While supporting an agricultural economy, the land has experienced fragmentation of ownership in the past, which can pose a threat to the ongoing viability of agricultural enterprises if not carefully managed.

The regional towns of Bonegilla and Killara offer lifestyle, recreational and rural living opportunities. Both townships have a strong historical and ongoing link to the Defence Force.

Killara, located adjacent to the Kiewa River and the Bandiana Army Barracks, has undergone significant residential development in the past, and relies substantially on Wodonga for its daily needs, such as shopping, community services and education.

Bonegilla is located adjacent to Lake Hume, and following the extension of services such as water and sewer services, has presented opportunities for expanded residential development, in accordance with the Bonegilla Structure Plan.
FIGURE 26
AGRICULTURAL LAND

- LGA AREA
- EXISTING URBAN AREA
- FUTURE URBAN AREA
- FREEWAY
- HIGHWAY
- ARTERIAL ROAD
- LOCAL ROAD
- RAILWAY LINE
- RAIL STATION
- AGRICULTURAL LAND (FARMING ZONE + RC2)
- WATERWAYS

LEGEND

0 2 4 10 km

1:80000 at A4
1:20000 at A0
9.2 Guiding Principle

As the city grows, development within Wodonga’s rural landscapes will need to carefully balance the increasing desire for low density and rural living with the environmental, landscape character and agricultural productivity of these areas.

9.3 Key Strategic Documents

Bonegilla Structure Plan

The Bonegilla Structure Plan was prepared in 2003 and reviewed in 2011. The Plan was prepared with the purpose of encouraging further residential development in Bonegilla in a manner that has primary regard to the environment, and with an emphasis on protecting and retaining native vegetation. The Plan also seeks to ensure that the Bonegilla’s development retains its own identity and character, retains its physical separation, and does not simply become a part of the broader Wodonga city.

The Structure Plan sets out a Strategic Framework for the township, that provides opportunity for housing in a range of forms - conventional density in the Township Zone, low density along the Murray Valley Highway, and rural living to the south. Further Future Investigation Areas have been identified for consideration if land supply is exhausted, however, ample opportunities remain for development within the existing zoned areas.
Figure 27 | Bonegilla Strategic Framework Plan (Source: Bonegilla Structure Plan, 2011)
9.4
Objectives, Strategies and Actions

Objective 20

To recognise and preserve the agricultural, environmental and landscape values of the rural regions of Wodonga

The lower density accommodation options available in the rural areas and townships are a valued part of Wodonga’s diverse accommodation and lifestyle offering. However, low density and rural living can have undesirable effects if not carefully managed, including further fragmentation of productive agricultural land, and increased pressure for delivery of urban services and infrastructure. The council has had long standing policies in place that seek to limit the amount of this form of development. As a consequence, many of the growth areas have experienced an increase in the proportion of larger lots (ie. great than 1000m²) being constructed, particularly in elevated areas with significant slope. These larger lots in urban areas contribute to the diversity of Wodonga’s housing supply, and also reduce demand for low density and lifestyle lots in the sensitive rural areas.

Strategies to achieve Objective 20

20.1 Protect rural areas from further land fragmentation created by low density and rural living subdivisions.

20.2 Oppose requests for rezoning of rural land to low density or rural living in the short to medium term.

20.3 Support provision of a diversity of lot sizes within zoned urban areas (Urban Growth Zone, General Residential Zone) to provide low density options within the existing zoned land supply.

20.4 Support creation of large lots sizes as a response to site conditions, such as steep topography and scattered vegetation.

20.5 Consider potential to reduce lot sizes in some existing Low Density and Rural Living Zoned land only where it can be demonstrated:
  ▶ Urban services (sewer and water) can be provided;
  ▶ The land is located within proximity or has access to existing urban services and facilities such as open space and community facilities; and,
  ▶ The proposal will not result in unreasonable impacts on landscape and native vegetation.

20.6 Support ongoing implementation of the Bonegilla Structure Plan.

20.7 Support preparation of a Structure Plan (or similar) for the Killara Township.

Actions (further work)

A41 Prepare a Planning Scheme Amendment to implement the Bonegilla Structure Plan.

A42 Prepare a Structure Plan for the Killara Township.

A43 Investigate preferred locations for low density housing and rural living as part of preparation of the Housing Strategy.
How we will Achieve the Objectives
Within each theme, a series of actions have been identified that will contribute to achievement of the objectives within the growth strategy. This implementation plan identifies how and when each action should be undertaken, by:

- Identifying what type of action it is,
- Who should take the lead on each action,
- What the council’s role is in undertaking the action; and,
- In what timeframe the action should be completed.

The implementation plan also specifies the relevant strategy that the action will achieve (or contribute to achievement of).

### Council Role

**Council Responsibility** - Actions the council implements

**Council Advocacy** - Actions where the council influences others to act

**Council Collaboration** - Actions where the council collaborates with other stakeholders

### Action Types

- **Policy/Strategy** - Requires review or preparation of a policy, strategy or other strategic or investigatory document
- **Advocacy/Partnership** - Requires working with other people, agencies and communities and developing partnerships to influence outcomes
- **Strategic Direction** - A course of action or position that will lead to achievement of the vision and/or objectives in the growth strategy
- **Infrastructure** - Requires delivery of physical services, facilities or projects
- **Capacity building** - Requires development of the abilities of individuals, communities, organisations or systems to increase involvement, decision-making and ownership of issues

### Timing

- **Immediate** - within the next year
- **Short** - 1-2 years
- **Medium** - 2-4 years
- **Long** - 4 years +
## Implementation Plan

<table>
<thead>
<tr>
<th>Action Number</th>
<th>Action</th>
<th>Relevant Strategy</th>
<th>Action Type</th>
<th>Action Lead</th>
<th>Council Role</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Prepare annual Land Development Trends Reports to track ongoing provision of residential development types across the city.</td>
<td>1.1, 1.2, 1.10, 1.11, 1.15, 1.18, 1.19, 1.20, 1.21</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A2</td>
<td>Work collaboratively with the development community to encourage residential development outcomes in accordance with the growth strategy, with a focus on encouraging residential development within the CBA.</td>
<td>1.16, 1.17, 1.20, 1.21, 3.4</td>
<td>Advocacy/Partnership</td>
<td>Development Community</td>
<td>Council Collaboration</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A3</td>
<td>Prepare comprehensive Development Plans for existing and new growth areas that incorporate the urban design principles and infrastructure delivery objectives articulated in the growth strategy and any future Neighbourhood Character Analysis and Housing Strategy.</td>
<td>1.4, 2.1, 2.2, 2.3, 2.4, 2.5, 4.8, 4.9, 19.2</td>
<td>Advocacy/Partnership</td>
<td>Development Community</td>
<td>Council Collaboration</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A4</td>
<td>Prepare a Neighbourhood Character Analysis to identify existing and preferred neighbourhood character across Wodonga’s different neighbourhoods. The Neighbourhood Character Analysis will be used as an input to the Housing Strategy.</td>
<td>1.16, 1.17, 1.18, 1.19, 2.2, 2.3, 2.4, 2.5, 3.5, 49.6, 6.3</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short</td>
</tr>
<tr>
<td>A5</td>
<td>Prepare a Housing Strategy that seeks to achieve the objectives of the growth strategy, by encouraging a range of residential development outcomes that meet the city’s projected growth in a sustainable manner</td>
<td>1.2, 1.3, 1.4, 1.6, 1.16, 1.17, 1.18, 1.19, 1.20, 1.21, 2.2, 2.3, 2.4, 2.5, 3.5, 49.6, 6.3</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short</td>
</tr>
<tr>
<td>A6</td>
<td>Prepare a Planning Scheme Amendment to implement the outcomes of the Housing Strategy and Neighbourhood Character Analysis.</td>
<td>1.2</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A7</td>
<td>Prepare a Precinct Structure Plan and supporting development contribution plan (or similar) for the Leneva-Baranduda Growth Area.</td>
<td>1.12, 1.13, 1.14, 4.12, 172, 19.1</td>
<td>Policy/Strategy</td>
<td>Metropolitan Planning Authority</td>
<td>Council Collaboration</td>
<td>Short</td>
</tr>
<tr>
<td>A8</td>
<td>Review and update the Draft Open Space Strategy. The Open Space Strategy will include an assessment of open space needs and preferred open space forms in new growth areas, and will make recommendations regarding appropriate open space contributions levels and mechanisms.</td>
<td>4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
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<tr>
<td>A9</td>
<td>Actively market Wodonga as a city characterised by its open space setting</td>
<td>4.1, 4.4</td>
<td>Advocacy/Partnership</td>
<td>Council/Development Industry</td>
<td>Council Advocacy</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Action Number</td>
<td>Action</td>
<td>Relevant Strategy</td>
<td>Action Type</td>
<td>Action Lead</td>
<td>Council Role</td>
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<tr>
<td>A10</td>
<td>Build the capacity of the council's departments and the development industry to respond to and take ownership of decisions that will promote the enhanced character of Wodonga.</td>
<td>4.8, 4.9, 4.14</td>
<td>Capacity Building</td>
<td>Council / Development Industry</td>
<td>Council Collaboration</td>
<td>Ongoing</td>
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<tr>
<td>A11</td>
<td>Develop and communicate to the development industry a clear internal policy on practical retention of scattered trees.</td>
<td>4.14</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short</td>
</tr>
<tr>
<td>A12</td>
<td>Undertake more detailed Community Infrastructure Needs Assessments for the three catchments identified in the growth strategy, including an assessment of higher order and regional facilities.</td>
<td>5.1, 5.3, 5.4, 5.7</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short-medium (can be)</td>
</tr>
<tr>
<td>A13</td>
<td>Prepare a funding strategy (including consideration of development contributions) for community infrastructure required as a result of the Community Infrastructure Needs Assessments</td>
<td>5.2</td>
<td>Policy/Strategy</td>
<td>Council / Metropolitan Planning</td>
<td>Council Responsibility</td>
<td>Short-medium (can be staged)</td>
</tr>
<tr>
<td>A14</td>
<td>Development Baranduda Fields</td>
<td>4.10</td>
<td>Infrastructure</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short-medium (can be staged)</td>
</tr>
<tr>
<td>A15</td>
<td>Support expansion of education offering at the La Trobe University campus</td>
<td>5.6</td>
<td>Advocacy/Partnership</td>
<td>Council</td>
<td>Council Advocacy</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A16</td>
<td>Undertake a Planning Scheme Amendment to strengthen the importance of ensuring sustainable transport options are considered as part of the planning process.</td>
<td>6.1, 6.2</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short</td>
</tr>
<tr>
<td>A18</td>
<td>Progressively develop the principal pedestrian network and principal bicycle network in accordance with the Wodonga Integrated Transport Strategy, the growth strategy and the Precinct Structure Plan for Leneva-Baranduda.</td>
<td>7.1, 7.2, 7.3, 7.4, 7.5, 8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.7, 12.2, 12.3</td>
<td>Infrastructure</td>
<td>Council / Development Community</td>
<td>Council Responsibility</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A19</td>
<td>Work collaboratively with relevant agencies, including Public Transport Victoria and bus service providers, to review and seek improvements to the public transport network.</td>
<td>9.1, 11.5</td>
<td>Infrastructure</td>
<td>Public Transport</td>
<td>Council Advocacy</td>
<td>Ongoing</td>
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## Implementation Plan (cont.)

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>A20</td>
<td>Advocate for State and Federal Government funding to improve freight networks and deliver additional business and investment opportunities at Logic Wodonga.</td>
<td>10.1, 10.2</td>
<td>Infrastructure</td>
<td>Council/Government Agencies</td>
<td>Council Advocacy</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A21</td>
<td>Prepare a Retail Strategy that includes a capacity analysis of the CBA and local activity centres and confirms floorspace allocations for each centre.</td>
<td>13.1, 13.5</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A22</td>
<td>Prepare a Planning Scheme Amendment to implement Wodonga’s retail and employment hierarchy in accordance with the growth strategy and the Retail Strategy</td>
<td>13.2, 13.3, 13.4, 13.7, 13.8, 13.9</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A24</td>
<td>Prepare a Planning Scheme Amendment to incorporate recommendations of recent strategic planning projects to revitalise the CBA, including amendments that will enable uses, including temporary, to activate CBA.</td>
<td>15.1, 15.2, 15.3, 15.9, 15.10, 15.11</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
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<tr>
<td>A25</td>
<td>Prepare Public Domain Plans to provide clear guidance on desired streetscape design outcomes in the CBA and elsewhere.</td>
<td>15.3, 15.4, 15.7</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A26</td>
<td>Progressively implement projects and plan to revitalise the CBA identified in the CBA Revitalisation Plan and any future Public Domain Plan.</td>
<td>15.3</td>
<td>Infrastructure</td>
<td>Council/Development Community</td>
<td>Council/Development Community</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A27</td>
<td>Undertake an economic analysis of housing markets in Wodonga as an input to the Housing Strategy, to assess the viability of increased infill development in the CBA and surrounds.</td>
<td>15.11</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short</td>
</tr>
<tr>
<td>A28</td>
<td>Prepare annual Land Development Trends Reports to track ongoing provision of industrial land availability and consumption.</td>
<td>16.4</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Ongoing</td>
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<tr>
<td>A29</td>
<td>Prepare an Industrial Land Use Strategy</td>
<td>16.6</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td>A30</td>
<td>Undertake progressive rezoning for industrial development in accordance with the Industrial Land Use Strategy.</td>
<td>16.7</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Ongoing</td>
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</thead>
<tbody>
<tr>
<td>A31</td>
<td>Prepare an updated Masterplan for Gateway Island</td>
<td>16.3</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
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<tr>
<td>A32</td>
<td>Prepare a Waterways Activation Strategy to provide guidance on nature-</td>
<td>16.10</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
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<td>based recreation opportunities</td>
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<tr>
<td>A33</td>
<td>Prepare a Tourism Infrastructure Masterplan and Hills Activation Strategy</td>
<td>16.11</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
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<tr>
<td>A34</td>
<td>Actively support expansion and diversification of Wodonga’s tertiary</td>
<td>16.8</td>
<td>Advocacy/Partnership</td>
<td>Council</td>
<td>Council Advocacy</td>
<td>Ongoing</td>
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<td>education sector</td>
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<tr>
<td>A35</td>
<td>Prepare conservation management plans for the three categories of</td>
<td>17.1, 17.3, 17.4</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
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<td>conservation land, and for land yet to be transferred into public</td>
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<td>ownership</td>
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<tr>
<td>A36</td>
<td>Investigate a potential funding model to fund ongoing management of</td>
<td>17.5, 17.6</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
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<tr>
<td></td>
<td>environmental/conservation land in Leneva-Baranduda as part of the</td>
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<td></td>
<td>Precinct Structure Plan for the growth area.</td>
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<tr>
<td>A37</td>
<td>Develop an policy with regard to development of essential infrastructure</td>
<td>17.8, 17.10</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
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<td>in WRENS land</td>
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<tr>
<td>A38</td>
<td>Prepare Hills Activation Strategy to define the recreational role of</td>
<td>17.3, 17.7</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Intermediate</td>
</tr>
<tr>
<td></td>
<td>conservation land where appropriate.</td>
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<tr>
<td>A39</td>
<td>Prepare and communicate a Development Charter that articulates the</td>
<td>17.9, 18.1, 18.2,</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>balanced approach the council will adopt to achieve desired efficient</td>
<td>18.3</td>
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<td></td>
<td>and environmentally sustainable development outcomes in Leneva-Baranduda.</td>
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<tr>
<td>A40</td>
<td>Complete and implement Whole of Water Cycle Management Plan</td>
<td>8.1</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Advocacy</td>
<td>Intermediate</td>
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<tr>
<td>A41</td>
<td>Prepare a Planning Scheme Amendment to implement the Bonegilla Structure</td>
<td>20.6</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Short</td>
</tr>
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<th>Timing</th>
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<tbody>
<tr>
<td>A42</td>
<td>Prepare a Structure Plan for the Killara Township</td>
<td>20.7</td>
<td>Policy/Strategy</td>
<td>Council</td>
<td>Council Responsibility</td>
<td>Medium</td>
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</table>
Priority Transport Project Improvements recommended in the WITS (Source: GTA)

<table>
<thead>
<tr>
<th>Project</th>
<th>Pedestrian</th>
<th>Cycling</th>
<th>Public Realm</th>
<th>Traffic Network</th>
<th>Public Transport</th>
<th>Responsibility</th>
<th>Approval</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>High St / Lawrence St</td>
<td></td>
<td>✔</td>
<td>✔</td>
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<td>Council</td>
<td>Council / VicRoads</td>
<td>Short term</td>
</tr>
<tr>
<td>Elgin Blvd / Hume St</td>
<td>✔</td>
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<td>✔</td>
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<td>Council</td>
<td>Council</td>
<td>Short term</td>
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<td>Elgin Blvd / Hovell St</td>
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<td>✔</td>
<td>✔</td>
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<td>Council / Centre Owners</td>
<td>Council</td>
<td>Short term</td>
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<tr>
<td>Elgin Blvd / Watson St</td>
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<td>✔</td>
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<td>✔</td>
<td>Council</td>
<td>Council</td>
<td>Short term</td>
</tr>
<tr>
<td>Victoria Cross Parade / Pearce St</td>
<td>✔</td>
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<td></td>
<td>✔</td>
<td>✔</td>
<td>Council</td>
<td>Council</td>
<td>Short term</td>
</tr>
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<td>Beechworth Road roundabouts</td>
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<td>✔</td>
<td>✔</td>
<td>VicRoads</td>
<td>VicRoads</td>
<td>Short / medium term</td>
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<tr>
<td>Melrose Dr / Brockley St, Lawrence St / Melrose Dr, Felltimber Ck Rd / Melrose Dr</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>VicRoads</td>
<td>VicRoads</td>
<td>Medium term</td>
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<td>Anzac Pde / Chapple St, Anzac Pde / Brockley St</td>
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<td>✔</td>
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<td>Council</td>
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<td>Murray Valley Hwy / Bandiana Link Rd</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>VicRoads</td>
<td>VicRoads</td>
<td>Medium term</td>
</tr>
<tr>
<td>Stanley St / Hume St</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td>✔</td>
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<td>Council</td>
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<td>Medium term</td>
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</table>
Priority Transport Project Improvements recommended in the WITS (Source: GTA)

<table>
<thead>
<tr>
<th>Project</th>
<th>Pedestrian</th>
<th>Cycling</th>
<th>Public Realm</th>
<th>Traffic Network</th>
<th>Public transport</th>
<th>Responsibility</th>
<th>Approval</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elgin Blvd between High St and the House Creek Trail</td>
<td></td>
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<td>Council</td>
<td>Council</td>
<td>Short term</td>
</tr>
<tr>
<td>Rail Corridor extending southeast between Reid St and Victoria Cross Parade</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Council / VicTrack</td>
<td>VicTrack</td>
<td>Short term</td>
</tr>
<tr>
<td>Beechworth Rd between Lawrence St and Victoria Cross Parade</td>
<td></td>
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<td>Council</td>
<td>Council</td>
<td>Short term</td>
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<tr>
<td>Victoria Cross Parade between Murray Valley Highway and Mactier St</td>
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<td>Council</td>
<td>Council</td>
<td>Short term</td>
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<tr>
<td>Wayfinding improvements</td>
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<td></td>
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<td></td>
<td></td>
<td>Council</td>
<td>Council</td>
<td>Short term</td>
</tr>
<tr>
<td>End-of-trip facilities</td>
<td></td>
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<td></td>
<td>Council / Developers</td>
<td>Council</td>
<td>Short term</td>
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<tr>
<td>Local Area Traffic Management</td>
<td></td>
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<td>Council</td>
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<td>Short term</td>
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<td>Policy and Behavioural Change Programs</td>
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<td>Council / Vic Govt</td>
<td>NA</td>
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<tr>
<td>Pedestrian and Bicycle Strategies to confirm and implement PPN and PBN</td>
<td></td>
<td></td>
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<td>Council</td>
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</tr>
<tr>
<td>Urban design standards and infrastructure implementation in growth areas</td>
<td></td>
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</tbody>
</table>
## Public Transport Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Pedestrian</th>
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<th>Public Realm</th>
<th>Traffic Network</th>
<th>Public Transport</th>
<th>Responsibility</th>
<th>Approval</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocate for improved network coverage as per Appendix D</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Council</td>
<td>PTV / DOT</td>
<td>Short term</td>
</tr>
<tr>
<td>Advocate for improved bus frequency to minimum service standards</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Council</td>
<td>PTV</td>
<td>Short term</td>
</tr>
<tr>
<td>Advocate for review of the operation of existing routes to reduce duplication and improve legibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Council</td>
<td>PTV</td>
<td>Medium term</td>
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</table>
## Priority Transport Project Improvements recommended in the WITS (Source: GTA)

<table>
<thead>
<tr>
<th>Project</th>
<th>Pedestrian</th>
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<th>Public transport</th>
<th>Responsibility</th>
<th>Approval</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigate potential options for removal / reconfiguration of roundabout to improve pedestrian and bicycle priority and safety, and reinforce the operation of the ring road.</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>Council</td>
<td>Council / VicRoads</td>
<td>Short term</td>
</tr>
<tr>
<td>Implement pedestrian priority threshold treatment on High St.</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>Council</td>
<td>Council / VicRoads</td>
<td>Short term</td>
</tr>
<tr>
<td>Implement pedestrian priority area or closure of Hovell St adjacent to Woodland Grove.</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>Council</td>
<td>Council</td>
<td>Short term</td>
</tr>
<tr>
<td>Investigate creation of new public open space on south-east corner of roundabout by removing slip lane.</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>Council</td>
<td>Council</td>
<td>Medium term</td>
</tr>
<tr>
<td>Provide vehicle directional signage to inner ring road and peripheral car parks.</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>Council</td>
<td>Council</td>
<td>Short term</td>
</tr>
<tr>
<td>Investigate potential location of bus interchange, Transport and Information Hub adjacent to Woodland Grove Park.</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>■</td>
<td>Council / PTV</td>
<td>Council / PTV</td>
<td>Medium term</td>
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<tr>
<td>Project</td>
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<tr>
<td>Implement shared space threshold treatments in High St at gateway points</td>
<td>✔</td>
<td>✔</td>
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<td></td>
<td>Council</td>
<td>Council</td>
<td>Short term</td>
</tr>
<tr>
<td>Upgrade High St / Elgin Boulevard intersection for pedestrian priority</td>
<td>✔</td>
<td>✔</td>
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<td>✔</td>
<td>✗</td>
<td>Council</td>
<td>Council</td>
<td>Short term</td>
</tr>
<tr>
<td>Implement shared space treatment at intersection of High Street and Elgin Boulevard</td>
<td>✔</td>
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<td>✔</td>
<td>✔</td>
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<td>the council</td>
<td>the council</td>
<td>Medium term</td>
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## Priority Transport Project Improvements recommended in the WITS (Source: GTA)

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<th>Public Realm</th>
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<th>Public transport</th>
<th>Responsibility</th>
<th>Approval</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement shared zones throughout Junction Place.</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td>Places Victoria</td>
<td>Places Victoria</td>
<td>Short term</td>
</tr>
<tr>
<td>Implement pedestrian priority crossings on Elgin Boulevard</td>
<td>✔️</td>
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<td>Council</td>
<td>Council</td>
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<tr>
<td>and South Street.</td>
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<tr>
<td>Provide end of trip facilities as part of any new development</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
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<td>Council / Developer</td>
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<td>Upon development</td>
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<tr>
<td>in Junction Place.</td>
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<tr>
<td>Investigate potential location of bus interchange and transport</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>Places Victoria / Council / PTV</td>
<td>Places Victoria / Council / PTV</td>
<td>Medium term</td>
</tr>
<tr>
<td>/ information hub on Elgin Boulevard</td>
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<tr>
<td>Provide shared path links.</td>
<td>✔️</td>
<td></td>
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<td>Council / Places Victoria / Places Victoria / Council / VicTrack</td>
<td>Council</td>
<td>Short term</td>
</tr>
<tr>
<td>Provide on-road bicycle facilities as part of new road construction.</td>
<td>✔️</td>
<td></td>
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<td>Places Victoria / Council</td>
<td>Places Victoria / Council</td>
<td>Short term</td>
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<tr>
<td>Project</td>
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<td>Cycling</td>
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</tr>
<tr>
<td>Ensure that the development provides active frontages and pedestrian linkages to High Street and Junction Place, and integrates with the High Street / Elgin Boulevard intersection and shared space.</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Council / Developer</td>
<td>Council</td>
<td>Upon development</td>
</tr>
<tr>
<td>Construct the rail trail shared path adjacent to the site, east of High Street, in consultation with the council.</td>
<td></td>
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<td></td>
<td>Council / Developer</td>
<td>Council</td>
<td>Upon development</td>
</tr>
<tr>
<td>Facilitate loading and car park entry via Hovell Street and / or South Street.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>Developer</td>
<td>Council</td>
<td>Upon development</td>
</tr>
<tr>
<td>Provide for legible and direct access to public transport services as applicable.</td>
<td></td>
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<td></td>
<td>Council / Developer</td>
<td>Council / PTV</td>
<td>Upon development</td>
</tr>
<tr>
<td>Ensure that the development increases the permeability of the site for pedestrian access.</td>
<td></td>
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<td>Developer</td>
<td>Council</td>
<td>Upon development</td>
</tr>
<tr>
<td>Provide appropriate end of trip facilities for both staff and visitors in accordance with the Wodonga Planning Scheme.</td>
<td></td>
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<td>Developer</td>
<td>Council</td>
<td>Upon development</td>
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<tr>
<td>Project</td>
<td>Pedestrian</td>
<td>Cycling</td>
<td>Public Realm</td>
<td>Traffic Network</td>
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<tr>
<td>Implement shared zones throughout Junction Place.</td>
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<td></td>
<td></td>
<td>Council / developer</td>
<td>Council</td>
<td>Medium term</td>
</tr>
<tr>
<td>Implement pedestrian priority crossings on Elgin Boulevard and South Street.</td>
<td></td>
<td></td>
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<td>Council</td>
<td>Council</td>
<td>Short term</td>
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<tr>
<td>Provide end of trip facilities as part of any new development in Junction Place.</td>
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<td></td>
<td>Council / Land Owners</td>
<td>Council / Land Owners</td>
<td>Upon development</td>
</tr>
<tr>
<td>Investigate potential location of bus interchange and transport / information hub on Elgin Boulevard.</td>
<td></td>
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</tbody>
</table>
# Table of Contents

## Analysis, Issues and Ideas

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction</td>
<td>7</td>
</tr>
<tr>
<td>1.1</td>
<td>Purpose and Structure</td>
<td>7</td>
</tr>
<tr>
<td>2</td>
<td>About Wodonga</td>
<td>8</td>
</tr>
<tr>
<td>2.1</td>
<td>Snapshot of Wodonga</td>
<td>8</td>
</tr>
<tr>
<td>2.2</td>
<td>History of the city</td>
<td>10</td>
</tr>
<tr>
<td>2.3</td>
<td>Competitive Strengths</td>
<td>11</td>
</tr>
<tr>
<td>2.4</td>
<td>Regional Role and Relationships</td>
<td>12</td>
</tr>
<tr>
<td>2.5</td>
<td>Wodonga Region Structural Features</td>
<td>15</td>
</tr>
<tr>
<td>2.6</td>
<td>Character</td>
<td>18</td>
</tr>
<tr>
<td>2.7</td>
<td>Population Change</td>
<td>23</td>
</tr>
<tr>
<td>2.8</td>
<td>Residential Land Supply</td>
<td>24</td>
</tr>
<tr>
<td>2.9</td>
<td>Industrial Land Supply</td>
<td>26</td>
</tr>
<tr>
<td>3</td>
<td>Wodonga’s Policy Context</td>
<td>28</td>
</tr>
<tr>
<td>3.1</td>
<td>State Context</td>
<td>28</td>
</tr>
<tr>
<td>3.1.1</td>
<td>State Planning Policy Framework</td>
<td>28</td>
</tr>
<tr>
<td>3.1.2</td>
<td>Plan Melbourne</td>
<td>31</td>
</tr>
<tr>
<td>3.2</td>
<td>Regional Context</td>
<td>32</td>
</tr>
<tr>
<td>3.2.1</td>
<td>Hume Regional Growth Plan</td>
<td>34</td>
</tr>
<tr>
<td>3.2.2</td>
<td>The Hume Strategy for Sustainable Communities 2010-2020 and Upper Hume Sub-Regional Plan</td>
<td>37</td>
</tr>
<tr>
<td>3.3</td>
<td>Local Policy Context</td>
<td>38</td>
</tr>
<tr>
<td>3.3.1</td>
<td>Local Planning Policy Framework</td>
<td>38</td>
</tr>
<tr>
<td>3.3.2</td>
<td>Sustainable Neighbourhoods</td>
<td>38</td>
</tr>
<tr>
<td>3.3.3</td>
<td>Local Planning Policies</td>
<td>44</td>
</tr>
<tr>
<td>3.3.4</td>
<td>Council Plan</td>
<td>46</td>
</tr>
<tr>
<td>3.3.5</td>
<td>Leneva-Baranduda Growth Area</td>
<td>48</td>
</tr>
<tr>
<td>4</td>
<td>Key Challenges and Opportunities</td>
<td>50</td>
</tr>
<tr>
<td>4.1</td>
<td>Efficient and Sustainable Settlements</td>
<td>52</td>
</tr>
<tr>
<td>4.2</td>
<td>Healthy, Vibrant, Resilient Communities</td>
<td>54</td>
</tr>
<tr>
<td>4.3</td>
<td>A Mobile and Connected Region</td>
<td>55</td>
</tr>
<tr>
<td>4.4</td>
<td>A Thriving and Dynamic Economy</td>
<td>56</td>
</tr>
<tr>
<td>4.5</td>
<td>A Healthy Environment and A Celebrated Heritage</td>
<td>57</td>
</tr>
<tr>
<td>4.6</td>
<td>Sustainable Rural Communities</td>
<td>59</td>
</tr>
</tbody>
</table>
Part 3 of the *Wodonga Growth Strategy* explains why Wodonga needs to plan for its future through preparation of a growth strategy, and identifies the key challenges and opportunities that change presents, and to which the growth strategy should respond.

Part 3 begins by providing a brief overview of the history of Wodonga, its unique conditions and the regional relationships that make the city special. Historical and emerging trends in population and development are analysed to understand how the city is changing, and what are the likely future needs that the growth strategy will need to accommodate.

The policy context is an important driver of growth and change in Wodonga, given the renewed State Government focus on regional development and population growth. This Part of the Strategy analyses what the new policy conditions mean for Wodonga, and the role of the city in the broader region. A clear line of sight is drawn between the *Hume Regional Plan* and the *Wodonga Growth Strategy* through adoption of the same ‘themes’.

The issues, challenges, opportunities and ideas that are presented in Part 3 of the growth strategy are summarised and derived from the key findings of the *Wodonga Growth Strategy Background Report*. Further analysis of the ideas presented in this chapter can be found in that Background Report.

---

**Summary**

- Identifies the trends occurring in Wodonga contributing to change.
- Examines the role of Wodonga in the region having regard to State policies, its relationship to Albury and municipal aspirations.
- Outlines the key challenges and opportunities that change presents.
2 About Wodonga | 2.1 Snapshot of Wodonga

Location
Gateway location between Victoria and New South Wales on the Murray River. Twin city of Albury-Wodonga. Located at junction of major strategic transport routes – road and rail.

Projected Growth
Wodonga is projected to have a population of 57,634 in 2036. That’s a 45% population increase (almost 18,000 new people). This is a 10% higher growth rate than Albury.

People
39,644 in 2015. Median age 35 (much younger than Victorian average). 29% of couples have children (higher than the Victorian average).

Employment
Key Industries*
1. Manufacturing 16.5%
2. Health Care 14.1%
3. Public Admin (including Defence) 13.6%
4. Education & Training 11.3%
5. Retail 11.3%
6. Logistics 4.7%

*Source: REMPLAN (June 2013)
35% of Wodonga residents are Renters

Role
Major Regional Centre.
Growing commercial, industrial and service hub for Upper Hume sub-region.
One of Australia’s 18 major cities (Albury-Wodonga).

Education
Residents with a Bachelor Degree or higher: 12.2%
1 University
8 Secondary Schools
1 Library

Arts + Culture
1 Performing arts centre – The Cube Wodonga.

Housing
35% renting (higher than Victorian average).
Average of 327 new dwellings per year.
Predominantly detached housing.
Average lot size 642m².
Average vacant residential house price $114,000.

“One of Australia’s 18 major cities.”

*New building permits between 2006-2013
2.2 History of the city

The city of Wodonga was founded as a customs trading post in 1860, with Albury, upon the opening of the first bridge across the Murray River. As the towns grew, industries such as flour mills, breweries and butter factories were established. The Melbourne to Sydney rail line opened in 1881, and encouraged further growth.

Wodonga has a rich history associated with the military, when a camp was established at Bonegilla in 1940. This camp was then used, after World War II, as a migrant centre, up until 1971, after which time the camp was returned to the army. The camp has since grown to include the Australian Army Training Centre at Latchford Barracks and unit in Bandiana.

In 1973, the Albury-Wodonga Development Corporation (since renamed to the Albury-Wodonga Corporation (AWC)) was established by the Commonwealth in a tripartite agreement between the Australian, Victorian and NSW governments. The AWC’s role was to plan and develop Albury-Wodonga as a major inland city, and did so by purchasing large tracts of land, and developing residential, industrial and commercial land. In addition, the AWC provided sites for local government infrastructure and community, education, service and sporting facilities and set aside sites for preservation of environmental significance.

The AWC, which ended operation in December 2014 after winding down from 2005, has left a definite legacy for the council in the form of:

- Co-ordinated infrastructure planning and delivery;
- Attraction of high order community facilities and services;
- Planning and delivery of employment growth;
- Well developed high order open space network; and,
- Protection of hills and establishment of a strategic approach to native vegetation protection.

Following the withdrawal of the AWC from active development and control of residential land supply, the city has experienced land price adjustments and a fragmenting of land supply. The Wodonga Growth Strategy will play a critical role in providing direction in the new private-sector led development context.
2.3

Competitive Strengths

Wodonga possesses a number of significant competitive strengths and advantages that have contributed to its current liveability and prosperity.

▶ Located at an important gateway between Victoria and New South Wales
▶ Located at the junction of major strategic transport routes of national importance – the Hume Corridor linking to Sydney and Melbourne, the Murray Valley Highway linking to Adelaide
▶ Located in close proximity to Albury Airport, one of Australia’s busiest regional airports
▶ Access to higher-order regional services and facilities both in Wodonga and Albury
▶ Major employer within the Upper Hume Sub-region
▶ The open space context, comprising elevated land, agricultural land and prominent hilltops, state forests, the Murray River and Lake Hume
▶ Strong arts and cultural sector
▶ Relative level of housing affordability when compared to other regional cities
▶ Positive sense of place and containment
▶ High levels of internal accessibility
▶ Competitive land supply market
▶ Diverse lot mix in growth areas
▶ Resilient local economy with significant potential to expand and diversify the employment base
▶ Younger population profile
▶ Gateway to Victorian regional food and wine region and the Victorian High Country.
Wodonga, along with its twin city Albury, occupies an important role as a key urban Centre in the Hume region, located on a major strategic transport route between Melbourne and Sydney. The combined cities offer regional lifestyle opportunities, with the services, education opportunities and employment prospects associated with metropolitan life.

The relationship with Albury has greatly influenced Wodonga’s role and form, as the two cities function as a single economic zone with employment, investment and services accessed across both locations. While traditionally Albury has been the larger city, with a higher level of service provision, Wodonga is growing at a faster rate, and is expected to rival Albury in the coming years.

Wodonga also serves as a regional service centre to an extended catchment of approximately 175,000 persons and an employment and education node to residents of peri-urban areas of Beechworth, Yackandandah and Tallangatta, who commute to Albury-Wodonga, and is the most accessible centre for Alpine Shire residents who live along the Kiewa Valley.
Pictured here:
Figure 28 | Regional Relationships with Surrounding Cities and Towns
### Structure Features

#### Existing Urban Areas
Wodonga and Albury’s proximity provides for a combined urban area (a conurbation) that is recognised as one of Australia’s 18 major cities. The proximity enables sharing of higher-level services, and for Albury-Wodonga to act as a key regional service centre for surrounding towns and rural areas.

#### Future Urban Areas
The Leneva-Baranduda Growth Area in the Middle Creek Valley has been identified as a future urban development front for some time, setting the conditions for the size of Wodonga to increase significantly.

#### Rural Urban Settlements
A number of small settlements are located within the peri-urban area of Wodonga, including Bonegilla, Killara, Leneva, Edben and Baranduda, which access the services and amenities in Wodonga.

#### Key Transport Routes (Roads)
Located at the junction of the Hume Freeway and the Murray Valley Highway, Wodonga is located on key transport routes of national importance between major cities of Sydney, Melbourne and Adelaide, and regional towns and areas.

#### Melbourne-Sydney Rail
The rail link is important to Wodonga, providing both freight transport to logistics industries and passenger rail, linking key towns along the Hume corridor and the metropolitan centres of Melbourne, Sydney and Adelaide.

#### Central Business Area
Both Albury and Wodonga have clearly defined central business areas (CBAs). Albury CBA, at 101,500m² of retail floorspace is larger than Wodonga’s (at 45,000m² of retail floorspace) and provides a wider range of retail and entertainment uses. Wodonga’s CBA serves a sub-regional role for retail and services, with revitalisation of the CBA as a key priority for the city.

#### Local Town Centres
Albury and Wodonga are supported by a number of smaller, Local Town centres comprising supermarkets and specialty stores, that meet the daily shopping needs of the local community.

#### Employment Nodes
Logic Wodonga, located to the west of Wodonga, is a key employment node for logistics transport services. Other employment nodes include Enterprise Park in West Wodonga and the Baranduda Industrial Park.

#### Waterways and valleys
Murray River forms northern boundary to Wodonga, and offers high-value scenic amenity and recreational opportunities, and is a strong landscape element contributing to Wodonga’s sense of place.

#### Hills
The form of Wodonga has been shaped by the open space context, comprising elevated land and hillsides, state forest, the Murray River and Lake Hume. The formation of the hills as an amphitheatre around the city is an important landscape feature contributing to the identity of the city. Gateway Island parklands, located between Albury and Wodonga on the Murray River floodplain, is a key tourist, cultural and recreational focal point, providing a high amenity gateway experience between the two cities.

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**Table 2 | Wodonga Regional Structural Features**
FIGURE 30
WODONGA CITY
STRUCTURAL FEATURES

- LGA AREA
- EXISTING URBAN AREA
- FUTURE URBAN AREA
- FREEWAY
- HIGHWAY
- ARTERIAL ROAD
- LOCAL ROADS
- RAILWAY LINE
- CENTRAL BUSINESS AREA
- LOCAL ACTIVITY CENTRE
- EMPLOYMENT/INDUSTRIAL AREA
- RURAL/FARMING LAND
- KEY OPEN SPACE
- EDUCATION CENTRE
- COMMUNITY & HEALTH SERVICES
- FLOODPRONE LAND
- WATERWAYS & VALLEYS

Scale: 1:80000 at A4, 1:20000 at A0

Legend:
- LGA AREA
- EXISTING URBAN AREA
- FUTURE URBAN AREA
- FREEWAY
- HIGHWAY
- ARTERIAL ROAD
- LOCAL ROADS
- RAILWAY LINE
- CENTRAL BUSINESS AREA
- LOCAL ACTIVITY CENTRE
- EMPLOYMENT/INDUSTRIAL AREA
- RURAL/FARMING LAND
- KEY OPEN SPACE
- EDUCATION CENTRE
- COMMUNITY & HEALTH SERVICES
- FLOODPRONE LAND
- WATERWAYS & VALLEYS

Legend:
- N
- Scale: 1:80000 at A4, 1:20000 at A0
- 0 2 4 km

Legend:
- N
- Scale: 1:80000 at A4, 1:20000 at A0
- 0 2 4 km
## Structure Features

### Central Business Area
The Wodonga CBA is the primary activity centre within Wodonga serving a retail, commerce, cultural and entertainment role. Policies to date have sought to revitalise the centre, through infrastructure and streetscape improvements works, including the relocation of the Melbourne to Sydney railway line and facilitation of redevelopment sites.

### Local Town Centres
Birallee Shopping Centre and White Box Rise plaza are secondary activity centres that support the role of the primary CBA. These centres comprise a supermarket and specialty shops.

### Traditional Modified Grid-based neighbourhoods
The residential neighbourhoods surrounding the CBA exhibit a formal traditional grid-based subdivision pattern, with highly connected streets and a more traditional streetscape character.

### Curvilinear neighbourhoods
Newer residential development, predominantly in the western parts of Wodonga, displays a less formal, more curvilinear subdivision pattern.

### Future Urban Areas
The Leneva Valley and Baranduda Growth Area (LVBGA), characterised by the Middle Creek and surrounding valleys, has been identified as a future growth area. Development of this growth area will substantially increase the size of the city.

### Employment/Industrial Areas
Employment areas have established at key nodes around Wodonga, along the key transport routes.

### Rural/Farming land
Rural and farming land surrounds the urban area of Wodonga. While agriculture (in particular grazing) is an important industry for the Upper Hume Region, farms within the city of Wodonga tend to be of smaller scale than other parts of the Hume region as a result of land fragmentation. Wodonga seeks to protect these areas from further fragmentation as a result of rural living-style subdivisions.

### Open space
Wodonga’s open space network comprises active and passive reserves, linear reserves along creeks and waterways, and the large-scale hillside and conservation parklands. The large-scale parklands are a unique feature of Wodonga, contributing to Wodonga’s strategic approach to native vegetation management (particularly in the conservation reserves of the LVBGA), and securing the surrounding hills from inappropriate development. Wodonga has an impressive number and diversity of outdoor and indoor recreation facilities, and has provision for a future 100ha sporting precinct in the future Baranduda growth area (Baranduda Fields).

### Community Infrastructure and Health Services
Wodonga’s community facilities include community meeting spaces, libraries, learning spaces, Neighbourhood Houses and three multi-purpose community centres. There is also an impressive array of health facilities including hospitals, acute health services and private medical facilities accessible in both Wodonga and Albury. It is expected that the current facilities will be able to accommodate projected growth, subject to redevelopment and enhancement over time.
The character of Wodonga is often defined by its natural landscape setting; the hillsides that surround the existing residential areas, the views and vistas from the city to the hills, the treed nature of the streets and the wide Murray River floodplain that offers amenity and recreational opportunities. Collectively, these features bring the sense of country to the city.

The city is comprised of a series of character areas of precincts that broadly represent the period in which they were developed.

The older core parts of Wodonga display a traditional, connected grid pattern which then transitions to a combination of a modified grid and curvilinear subdivision design areas.

What is most notable, irrespective of the subdivision style and period of development, is the sense of ‘space’ and the context that is provided by the surrounding hills. In Wodonga the sense of space is comprised of wider streets with median and other treatments and generally larger lots with smaller dwellings in the older areas, transitioning to semi-rural character in the growth areas.
FIGURE 31
NEIGHBOURHOOD CHARACTER AREAS

- LGA AREA
- EXISTING URBAN AREA
- FUTURE URBAN AREA
- FREEWAY
- HIGHWAY
- ARTERIAL ROAD
- LOCAL ROAD
- RAILWAY LINE
- RAIL STATION
- CHARACTER AREA 1
- CHARACTER AREA 2
- CHARACTER AREA 3
- CHARACTER AREA 4
- CHARACTER AREA 5
- CHARACTER AREA 6
- WATERWAYS

Scale: 1:80000 at A4, 1:20000 at A0

Legend:
1 km
0 0.5 1 2 3 4 km
<table>
<thead>
<tr>
<th>Character Area 1</th>
<th>Character Area 2</th>
<th>Character Area 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>The dwellings in this area are on irregular low density residential lots which are diverse in size with large front and side setbacks. The streetscapes demonstrate rural, informal landscaping not restricted by a designated footpath. The precinct encompasses alpine views from the hilly topography north facing the Felltimber Creek Nature Conservation Reserve and the hilly landforms to the west zoned rural conservation. There is a small area of land within the precinct zoned for farming uses as well as aged care and other uses.</td>
<td>This area demonstrates an urbanised, curvilinear subdivision pattern characterised as residential, with views the undulating landscape. A precinct of commercial and industrial land with a variety of businesses in the north. The landscape is characterised by large areas of open space such as Kelly Park, Gayview Park and Biralle Park. The precinct features a golf course which is surrounded by relatively new residential houses. The streetscapes are predominately asphalt footpaths with nature strips that are moderately vegetated in a formal landscaping arrangement. There are a number of schools and other uses that are established within the precinct.</td>
<td>This area is predominantly industrial in nature, with some commercially zoned land to the west including High St. The former Wodonga Railway Station is located within this precinct. North-west of the precinct is land zoned Public Park and Recreation (Belvoir Park) with residential land to the south comprising low density dwellings with average front and side setbacks. This locality includes an array of mixed uses from residential, commercial, industrial and dedicated open space, contributing to the diversity of this precinct.</td>
</tr>
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<tr>
<th>Character Area 4</th>
<th>Character Area 5</th>
<th>Character Area 6</th>
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</thead>
<tbody>
<tr>
<td>North of the area demonstrates a typical suburban character with flat, linear streetscapes, formally landscaped with defined concrete footpaths. Conversely, south of this area, the landscape is quite curvilinear with larger front and side setbacks; however the streetscape is still defined by a suburban character. South facing the precinct along Thomas Mitchell Drive are industrial businesses. There are various regions which demonstrate areas of open space, particularly the Wodonga Racecourse which is situated to the east of this area. This precinct comprises a variety of residential uses and open space, as well as a significant amount of rural conservation land to the south.</td>
<td>This area contains pristine views of undulating hills in the distance with a predominantly urban character throughout the low density residential landscape. The streetscapes are curvilinear with formal landscapes and dedicated footpaths. This precinct demonstrates a hilly topography to the east of the locality while the north is relatively flat. There are various bus interchanges along Chapple and Lawrence streets providing these residents with transport options.</td>
<td>This large area comprises predominately pastoral lands, with an array of bushland, hilly topographical views from the north, south and west of the vicinity while the central landscapes are comprised of flat open plains. Central to this precinct is zoned as urban growth uses while the surrounding landscapes are defined as Rural Living, General Residential, Farming and a small segment of industrial land. North and south east of the site forms small low density residential communities on the fringes of this precinct.</td>
</tr>
</tbody>
</table>

**Note:** Area boundaries are indicative only, and do not reflect suburb or estate boundaries.
Wodonga is one of the fastest growing regional cities in Victoria, growing at a rate of 2.2 per cent per annum and with a population that is expected to increase by 41 per cent to 54,728 residents by 2031 (source: i.d. forecast). This growth rate outpaces, in percentage terms, the growth of Victoria as a whole.

In the longer term, it is anticipated that the city will reach a population of approximately 100,000 persons. The Wodonga Growth Strategy has been prepared with this longer-term view in mind, however, it also adopts an adaptable approach to accommodate accelerated growth if the population grows at a faster rate than expected.

Wodonga’s population profile is quite different to the Victorian average, with a much younger median age, a much higher percentage of households renting, a higher percentage of couples with children, a higher percentage of couples with children and a lower percentage of older couples (65+) without children.

This population profile and how it might change in the future is important when setting land use directions for the city, including establishing future housing needs and services and infrastructure. Figure 30 shows that while Wodonga will continue to have a relatively young population profile, the proportion of older people (50+) will increase in the future. This will have implications for future services such as health and aged care, and also preferred housing types.
The expected growth of approximately 18,700 people in 15 years will generate demand for an additional 7000 to 7500 new dwellings during this period.

At present, Wodonga has a very competitive residential land supply market, with multiple development fronts active across the city and surrounding region. The active growth fronts have delivered a range of lot sizes in accordance with council policy at a relatively affordable price when compared to other regional cities, and the designated growth areas have capacity to accommodate another 32 to 36 years of population growth.

While ample residential land supply is available in the city, the Wodonga Growth Strategy supports preparation of the first Precinct Structure Plan for approximately half of the Leneva Valley.
Residential Land Supply Statistics.

Average vacant lot price 2013-2014: $114K

Average residential lot size: 542m²

Housing Type:
- 94% Separate Houses
- 6% Medium Density (townhouses/apartments)

Active growth fronts:
- West Wodonga
- Killara
- Wodonga
- Wodonga South
- Leneva
- Baranduda
- Bonegilla

Average number of houses built per year: 327

Demand for new dwellings:
- 7,000-7,500 (2015-2031)

Residential Land supply:
- 32-36 yrs zoned land
- 50+ yrs unzoned land
2.9

Industrial Land Supply

Wodonga also has ample supply of industrial land to encourage new industries and enterprises located across the city. The majority (48 per cent) of available zoned industrial land supply is located within Logic to the west of Wodonga. This land supply will meet the anticipated needs based on current land take-up trends, and also an accelerated consumption rate, if this occurs.
Industrial Land Supply Statistics.

25 yrs
Industrial land supply for 25+ years
Wodonga’s Policy Context

3.1 State Context

3.1.1 State Planning Policy Framework

The Wodonga Growth Strategy is the city’s response to planning for Wodonga as a Regional city, as identified in the State Planning Policy Framework (SPPF), which is expected to accommodate major urban growth.

The SPPF emphasises the importance of ensuring that regions and settlements are well-planned having regard to the regional growth plan and taking into account municipal and regional contexts and frameworks (Clause 11.05); and that sufficient supply of land is available for residential, commercial, retail, recreational, institutional and other community uses (Clause 11.02).

Wodonga, as directed by the SPPF, must facilitate the orderly development of urban areas, and as such, this growth strategy will:

- Identify the long term location and pattern of urban growth;
- Identify the location of broad urban development types, for example activity centre, residential, employment, freight centres and mixed use employment;
- Identify the boundaries of individual communities, landscape values and as appropriate the need for discrete urban breaks and how land uses in these breaks will be managed;
- Identify transport networks and options for investigation, such as future railway lines and stations, freight activity centres, freeways and arterial roads;
- Identify the location of open space to be retained for recreation and/or biodiversity protection and/or flood risk reduction purposes guided and directed by local and regional biodiversity conservation strategies;
- Show significant waterways as opportunities for creating linear trails, along with areas required to be retained for biodiversity protection and/or flood risk reduction purposes;
- Identify appropriate uses for areas described as constrained, including quarry buffers; and,
- Include objectives for each growth area.
The SPPF provides policy objectives and strategies drawn from the *Hume Regional Growth Plan* (refer to Chapter 3.2.1), which provide direct guidance for the *Wodonga Growth Strategy*, including:

- To align population and economic growth;
- To realise opportunities to strengthen and diversify the economy;
- To support and manage rural landscapes;
- To manage the region’s environmental and cultural heritage assets and minimise exposure to natural hazards;
- To protect and provide local sense of place;
- To development a living network of towns;
- To enable healthy lifestyles; and
- To retain, renew and build infrastructure to support growth and enable healthy and supportive communities.
3.1 State Context (cont.)

3.1.2 Plan Melbourne

Plan Melbourne (2014) is the Victorian Government’s metropolitan planning strategy, which outlines the vision for Melbourne’s growth to 2050, and also integrates planning for Victoria’s regional and peri-urban areas, such as the city of Wodonga.

A key direction of Plan Melbourne is to “maximise the growth potential of Victoria by developing a state of cities” (p.17) by “rebalance(ing) Victoria’s population growth from Melbourne to rural and regional Victoria” (p.135) and to ‘unlock’ the growth potential of Victoria’s regional cities” (p.139).

Key initiatives particularly relevant to the Wodonga context include:

- Initiative 6.2.2 Review Regional city Growth Opportunities, which seeks to accelerate regional city growth through implementation of proactive actions by government to foster the growth of higher-income jobs and diversification of industries. Wodonga, having a strong employment and economic development base, is well-placed to benefit from proposed government actions; and,

- Initiative 6.2.3 Update our long-term population projections for rural and regional Victoria and assess implications for regional growth plans, which acknowledges that Victoria’s population is influenced by Commonwealth policy on migration and seeks to ensure that the implications for regional population projections are understood.

These initiatives present opportunities for Wodonga, which the growth strategy seeks to capture and respond to.
3.2
Regional Context

3.2.1 Hume Regional Growth Plan

Eight regional growth plans have been prepared in alignment with Plan Melbourne in partnership between local government and state agencies and authorities. The Hume Growth Plan applies to towns and regions along the Hume and Goulburn Valley highway corridors, encompassing twelve municipalities in four distinct, but inter-connected, sub-regions (Central Hume, Goulburn Valley, Lower Hume and Upper Hume (includes Wodonga). (See right for Figure 31 Hume Regional Growth Plan).

In addition to taking regulatory guidance from the State Government, the council also works collaboratively with other bodies such as Regional Cities Australia (RCA) and Regional Cities Victoria (RCV).
3.2 Regional Context (cont.)

3.2.1 Hume Regional Growth Plan - continued

The regional growth plan seeks to address the challenges of accommodating growth (as per the directions of Plan Melbourne) while also protecting and building on the region’s strengths. The vision for the Hume region is as follows.

“The Hume Region will be resilient, diverse and thriving. It will capitalise on the strengths and competitive advantage of the four sub-regions, to harness growth for the benefit of the region and to develop liveable and sustainable communities.”

The Hume Regional Growth Plan identifies six land use planning principles to achieve this vision.

▶ Efficient and Sustainable Settlements
▶ Healthy, Vibrant, Resilient Communities
▶ A Mobile and Connected Region
▶ A Thriving and Dynamic Economy
▶ A Healthy Environment and A Celebrated Heritage
▶ Sustainable Rural Communities

Each principle is supported by a set of strategic land use directions and detail about how the vision can be achieved. The structure of these principles has been adopted in the Wodonga Growth Strategy (Refer to Part C) in order to demonstrate a clear ‘line of sight’ between the regional growth plan and the more specific and detailed Wodonga Growth Strategy.

A conceptual urban growth framework was prepared for Wodonga as part of the Hume Regional Growth Plan (refer to Figure 32), which shows strategic urban growth opportunities, key growth fronts, commercial nodes, industrial nodes, important linkages and potential areas for infill and urban renewal.

The Wodonga Growth Strategy has built on this conceptual framework, to provide further plan-based and policy guidance.

Pictured right: Figure 34 | Wodonga Urban Growth Framework
(source: Hume Regional Growth Plan, p. 55)
3.2
Regional Context (cont.)

3.2.2 The Hume Strategy for Sustainable Communities 2010-2020 and Upper Hume Sub-Regional Plan

The Hume Strategy for Sustainable Communities (Hume Strategy) is an integrated plan connecting the four distinct sub regions that make up the Hume region in North East Victoria and providing a framework for long-term co-operation and investment.

The Upper Hume Sub Regional Plan is one of five volumes that describe the Hume Strategy and is a companion document to the Hume Regional Plan. The Upper Hume Sub Regional Plan sits alongside the Lower Hume, Central Hume and Goulburn Valley Sub Regional Plans.
The city of Wodonga has recognised a broad range of important contemporary land use planning and growth-related issues in various strategies and policies.

3.3.1 Local Planning Policy Framework

The Wodonga Local Planning Policy Framework (LPPF) comprises the Municipal Strategic Statement (MSS) and a series of Local Planning Policies.

The themes emerging from this policy analysis demonstrate the council’s commitment toward enhanced:

- Prosperity via objectives and strategies related to facilitation of growth and development; and,
- Liveability via objectives and strategies that seek to enhance the lifestyle and amenities on offer in Wodonga (Refer to Part 2: growth strategy - Page 15).

It is relevant to note that the Wodonga Planning Scheme is currently subject to a policy neutral review, that is being undertaken concurrently with preparation of the Wodonga Growth Strategy. It is likely that there will be subsequent substantial changes to the Planning Scheme as a result of preparation of the growth strategy.

3.3.2 Sustainable Neighbourhoods

Wodonga has adopted a clear philosophy with regard to planning for its communities - sustainable neighbourhoods - which seeks to integrate economic, community and environmental factors to build better neighbourhoods and communities that are coherent, attractive and liveable.

This approach is drawn from well-established urban design philosophies of New Urbanism and Traditional Neighbourhood Design, and is being reflected in many new strategies and plans being developed across Victoria under a range of guises, for example, the “10-minute neighbourhood” in Ballarat and Bendigo, and the 20-minute city in Plan Melbourne.

(Refer to Part 3 | Page on right for how to create sustainable neighbourhoods)
# How we can create Sustainable Neighbourhoods

<table>
<thead>
<tr>
<th>Design driven and site responsive</th>
<th>Compact neighbourhoods</th>
<th>Walkable and pedestrian scale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mixture of land uses</strong></td>
<td><strong>Diverse housing, streets and public spaces</strong></td>
<td><strong>Interconnected streets</strong></td>
</tr>
<tr>
<td>Shops, community uses, employment</td>
<td>Parks, waterways, trees</td>
<td>Environmentally responsive design</td>
</tr>
<tr>
<td><strong>Variety of transport options</strong></td>
<td><strong>Range of green spaces as features</strong></td>
<td>Energy, water, waste</td>
</tr>
</tbody>
</table>
### Municipal Strategic Statement

<table>
<thead>
<tr>
<th>Clause</th>
<th>Key Themes / Content</th>
<th>Relevance to the growth strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>21.01 “Planning for the Future”</strong> – A Summary of the strategy</td>
<td>Comprises a <em>Wodonga Growth Strategy</em> from 2007, which provides an illustrative outline of how Wodonga Council expects urban development to occur.</td>
<td>Once the <em>Wodonga Growth Strategy</em> is adopted, the MSS will require updating to reflect the most up to date growth strategy Plan and revised themes/objectives. Refer to Part D for implementation recommendations.</td>
</tr>
</tbody>
</table>
| **21.02 Wodonga’s Vision for the future** | The strategic land use vision for Wodonga is: 
“*To continue to develop as a regional city offering a high quality lifestyle to our community and be the most prosperous and dynamic regional centre of inland Australia.*” | Once the *Wodonga Growth Strategy* is adopted, the MSS will require updating to reflect the most up to date vision statement. Refer to Part C for implementation recommendations. |
<p>| <strong>21.03 Context for the Municipal Strategic Statement</strong> | Provides an overview of the national, state and regional context for Wodonga; noting that Wodonga is strategically located on a nationally important transport corridor, has a strong relationship with Albury, and is one of the fastest growing centres in regional Victoria. | Much of the context remains relevant to this growth strategy. Some minor amendments will be required. Refer to Part C for implementation recommendations. |
| <strong>21.04 Profile of the city of Wodonga</strong> | Provides an overview of the demographic, economic and physical profile of the city. | Many of the detailed figures and statistics will require updating; however, the overall trends remain relevant. Refer to Part C for implementation recommendations. |</p>
<table>
<thead>
<tr>
<th>Clause</th>
<th>Key Themes / Content</th>
<th>Relevance to the growth strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>21.05 Strategic Issues</td>
<td>Identifies key strategic issues to be addressed by the council following community consultation held in 2005/2006. The issues include the changing role of Wodonga to a major regional centre, the winding down of the Albury Wodonga Corporation (AWC) and the intention to revitalise the CBA and direct future residential growth to the Middle Creek Valley (Leneva-Baranduda).</td>
<td>The strategic issues identified in this Clause are addressed in the <em>Wodonga Growth Strategy</em>. It is likely this Clause will require amendment to identify proposed responses to each strategic issue.</td>
</tr>
<tr>
<td>21.06 Key Strategic Principles</td>
<td>Identifies a range of broad and detailed principles that shape the vision for the city and guide the formation of strategies. These principles demonstrate a commitment to proactively facilitating economic and social development, that is well serviced, and of high quality design. Specific design principles exhibit an observance of new urbanism design.</td>
<td>The positive strategic principles embedded in this Clause have framed the approach taken in the <em>Wodonga Growth Strategy</em>.</td>
</tr>
<tr>
<td>21.07 Strategic Directions – The Framework for the future land use, planning and development of the city of Wodonga</td>
<td>Provides a framework for the future land use and development of the city, as defined by six key elements:</td>
<td>The <em>Wodonga Growth Strategy</em> reframes the strategic directions for the city to align with the Hume Regional Growth Plan. The issues, strategies and actions identified under the six key elements will be addressed via the new framework of:</td>
</tr>
<tr>
<td></td>
<td>▶ Regional co-operation - “Australia’s leading regional centre”</td>
<td>▶ Efficient and Sustainable Settlements;</td>
</tr>
<tr>
<td></td>
<td>▶ Environment, Heritage and Natural Resources</td>
<td>▶ Sustainable Rural Communities;</td>
</tr>
<tr>
<td></td>
<td>▶ Future Urban and Residential Use</td>
<td>▶ A Healthy Environment and A Celebrated Heritage;</td>
</tr>
<tr>
<td></td>
<td>▶ Economic Development</td>
<td>▶ Healthy, Vibrant, Resilient Communities;</td>
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<tr>
<td></td>
<td>▶ Infrastructure</td>
<td>▶ A Thriving and Dynamic Economy; and,</td>
</tr>
<tr>
<td></td>
<td>▶ Social</td>
<td>▶ A Mobile and Connected Region.</td>
</tr>
</tbody>
</table>
### Key Themes / Content

<table>
<thead>
<tr>
<th>Clause</th>
<th>Key Themes / Content</th>
<th>Relevance to the growth strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>21.08 Regional Co-operation – Australia's Leading Regional Centre</td>
<td>Emphasises the council’s intention to foster co-operation in the region, particularly in relation to planning and facilitation of growth and development, and provides specific strategic actions in relation to key matters that require co-ordination: Gateway Island, the regional parklands and waste management.</td>
<td>Regional co-operation will continue to be an important focus for the <strong>Wodonga Growth Strategy</strong>.</td>
</tr>
<tr>
<td>21.09 Environment, Heritage and Natural Resources</td>
<td>Identifies Wodonga’s obligation to ensure protection of the natural environmental and sustainable natural resource management. Specific direction is provided in relation to catchment management, native vegetation, the hills, rural land and agriculture, Lake Hume and heritage. Action adopts a strategic this theme, particularly with regard native vegetation.</td>
<td>Wodonga’s continued strategic approach to environmental and heritage management is addressed in Chapter 4.5 <strong>A Healthy Environment and A Celebrated Heritage</strong></td>
</tr>
<tr>
<td>21.10 Future urban and residential use</td>
<td>Recognises that there has been a shift in development activity from the west to the east and southeast, and changes since the wind down of the AWC. There is sufficient capacity within the various growth areas, and therefore the council’s focus has been on leading positive change and building good community outcomes through delivery of a coherent, attractive and liveable form. A key policy direction is to limit the availability of rural residential development given the identified issues with this development type.</td>
<td>The council’s policy focus on high quality urban design-led approaches to residential and urban development is carried through the <strong>Wodonga Growth Strategy</strong>, specifically addressed in Chapter 4.1 <strong>Efficient and Sustainable Settlements</strong>.</td>
</tr>
<tr>
<td>Clause</td>
<td>Key Themes / Content</td>
<td>Relevance to the growth strategy</td>
</tr>
<tr>
<td>--------</td>
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<td>---------------------------------</td>
</tr>
<tr>
<td>21.11</td>
<td>Economic Development</td>
<td>Identifies Wodonga as a leading national centre for industry, commerce and tourism, and provides strategies to stimulate and provide for sustainable economic growth. Key strategies relate to recognition and redevelopment of the Wodonga CBA as the primary activity centre, enhancement of tourism opportunities and facilitating growth in industrial sectors.</td>
</tr>
</tbody>
</table>
| 21.12  | Infrastructure      | Articulates Wodonga’s commitment to leadership in infrastructure delivery, and identifies key projects including:  
- Relocation of the Melbourne to Sydney rail line from the CBA;  
- Provision of an outer ring road;  
- Upgrade of the Wodonga CBA; and,  
- Expansion of the Logic precinct.  
The council identifies the intention to utilise contributions from the development industry to ensure timely delivery of infrastructure and fair apportionment of cost. | Each of the matters identified in this policy represent key components of what makes a prosperous and liveable community. The Wodonga Growth Strategy identifies a vision with regard to these components in Chapter 4.2 Healthy, Vibrant and Resilient Communities. |
| 21.14  | Monitoring and Review| Sets out strategic actions and targets to monitor and review the council’s performance implementing the strategic directions contained within the MSS. | Ongoing requirement. |
| 21.15  | Reference Documents  | Provides a list of documents that have informed the directions and polices contained within the MSS. | Ongoing relevance. |
3.3 Local Policy Context (cont.)

3.3.3 Local Planning Policies

The Local Policies contained within the LPPF provide additional guidance in relation to more specific matters.

- 22.01 Steep land
- 22.02 Lake Hume Environns
- 22.03 Sheds and Outbuildings
- 22.04 Subdivision and housing on small lots in the rural zones
- 22.05 Cultural heritage policy
- 22.06 Urban design along main roads
- 22.07 Streetscape character – Beechworth Road
- 22.08 Industrial use and development
- 22.09 Wodonga Central Business Area
- 22.10 Residential requirements
- 22.11 Hume Freeway environs
- 22.12 Local shop groups
- 22.13 Leneva
- 22.14 Wodonga Enterprise Park (Mixed Use Zone)
- 22.15 Wodonga Enterprise Park – Industrial Precinct
- 22.16 Logic Distribution Centre – Service Centre
- 22.17 Public open space
- 22.18 Seniors housing and aged care local planning policies
- 22.19 White Box Rise Estate Mixed Use Zone
- 22.20 Development – Gateway Island
3.3 Local Policy Context (cont.)

3.3.4 Council Plan

The ideals of liveability and prosperity are clear emerging themes in the Council Plan, which sets out the vision for Wodonga for the years 2013-2017. This vision focuses on ‘Our people, Our city, Our future’, with a set of objectives, strategies and priority actions for each.

(See right Part 3 | Page for key goals)

The Wodonga Growth Strategy is a key initiative undertaken in response to strategies and activities specifically targeted at ‘planning for growth and development’. However, the growth strategy’s focus on liveability and prosperity as guiding ideals ensures that objectives targeted at ‘providing a great lifestyle’ and ‘managing our business to support our community’ are also encompassed.

A related activity, the Wodonga Planning Scheme Review was adopted in February 2014. Collectively, the Wodonga Growth Plan and the Planning Scheme review set the conditions for strategic, proactive and consistent land use planning in the city. The Local Planning Policy Framework is progressing as Amendment C123.
Our People
Providing a great lifestyle
Strategic Objective
Our people will enjoy an excellent quality of life

Our city
Planning for growth and development
Strategic Objective
Wodonga is a prosperous regional city, alive with possibilities and thriving on growth and investment

Our Future
Managing our business to support our Community
Strategic Objective
We are innovative, responsive and responsible in the way we conduct business
3.3 Local Policy Context (cont.)

3.3.5 Leneva-Baranduda Growth Area

The Metropolitan Planning Authority (MPA) has commenced preparation of a Precinct Structure Plan (PSP) for the first part of the Leneva-Baranduda Growth Area. The PSP is being developed in consultation with the city of Wodonga and other agencies and will take into account earlier investigations that have been completed by the council.

Leneva-Baranduda, which is located to the south-east of Wodonga and located within an attractive amphitheatre of hills and ranges, has been identified as Wodonga’s future growth area for a number of years. In 2012, a draft illustrative Structure Plan was prepared for the growth area. It was recognised that further work was required to ensure that the plan, which has a residential lot capacity of some 14,000 lots and incorporates land allocation for activity centres, employment land, active open space, schools and parklands, is able to be effectively implemented.

Once the MPA PSP is complete, it will provide guidance for the future development of a significant proportion of the Leneva-Baranduda growth area.

The Wodonga Growth Strategy provides support for the initiative of preparing the PSP and offers guidance in relation to the preferred retail hierarchy, the importance of open space and a framework for provision of community services and facilities. Adherence to the guidance that is offered by the growth strategy will ensure that development within the growth area will enhance the liveability and prosperity of the city.
Managing and planning for change in Wodonga requires consideration of a range of factors, which have been covered in the preceding chapters, and which raise a number of challenges and opportunities.

The Wodonga Growth Strategy seeks to express a vision that draws on and develops the city’s key strengths (focussed on the principles of liveability and prosperity), but also establishes a basis upon which to guide responses to the key challenges and opportunities identified in this strategy and the associated Background Report.

As the city grows and develops, it will be necessary to balance and consider these oftentimes, competing challenges and opportunities. The following issues have been grouped under the six themes drawn from the Hume Regional Growth Plan.
## Efficient and Sustainable Settlements

### Population growth and change and land supply

Wodonga is one of Victoria’s fastest growing regional cities, with a young population profile. While there is ample zoned and unzoned land available to accommodate this population growth, how land supply is delivered to market, and how new neighbourhoods are designed and serviced must be carefully managed to meet the needs of the existing and future community.

### Settlement types

Wodonga has a diversity of accommodation options that contribute to its attractiveness as a lifestyle destination, including established inner suburbs, emerging communities in new growth areas and rural, and low density living in surrounding farmland and smaller townships. Each of these settlement types offer different opportunities with respect to the form of development.

A clear and defined strategy is required to provide direction about the most appropriate growth and development in each of these different settlement locations, and to encourage delivery of alternative accommodation options, such as medium density, inner city development within strategic locations.

### Multiple development fronts

A legacy of Wodonga’s government-led development history has been the emergence of multiple development fronts across the city. While an important contributor to Wodonga’s competitiveness, affordability and diversity of housing options, multiple development fronts also present a co-ordination challenge with regard to infrastructure and service delivery. Direction is required to identify a set of development and infrastructure priorities to ensure development that meets the diverse needs of Wodonga’s varied community can continue to be met.

### Housing diversity

Wodonga, while possessing great diversity in lot sizes, is predominantly characterised by conventional detached housing. Medium density housing forms, such as town houses and apartments are uncommon. As the population and family profile changes over time, alternatives to the conventional detached house will become increasingly important to meet the needs of a diverse community. Not every location or settlement type will necessarily be appropriate for medium density housing, and clear guidance is required to facilitate delivery in appropriate locations.
### Urban Consolidation

Housing development within the inner parts of Wodonga has traditionally been a very small contributor to the city's supply of new housing, despite these areas offering significant liveability advantages in terms of proximity to services, schools, parks and the CBA. The CBA, its immediate surrounds and a number of key development sites offer the opportunity to support significant residential intensification without compromising the character of the existing neighbourhoods if properly planned and delivered.

### Sustainable Neighbourhoods

Wodonga has adopted the principles of ‘sustainable neighbourhoods’ in the Planning Scheme and successfully pursued implementation in the new growth areas of White Box Rise and West Wodonga. The principles are of continued relevance to the future growth of Wodonga, and the components of a sustainable neighbourhood cross all themes within *Wodonga Growth Strategy*.

### Infrastructure funding and delivery

It is critical that as Wodonga grows, infrastructure (both physical infrastructure and community services) is progressively delivered to meet the needs of the emerging communities in an affordable and efficient way. In the past, Wodonga has lacked a strategic approach to ensuring that funding is secured from a range of sources, including council rates revenue, developers, servicing agencies and other funding bodies. The *Wodonga Growth Strategy* sets out a strategic approach to sharing the cost of infrastructure, while also seeking to avoid impacting on the affordability of land and the competitiveness of Wodonga as lifestyle location.
### Community Infrastructure
Growing and newly emerging communities require provision of a range of community infrastructure, such as community hubs, library, cultural facilities, education and health services. Wodonga is currently well serviced with this infrastructure and serves a service role to a broader regional catchment of approximately 175,000 people. As Wodonga continues to grow and to serve an even stronger regional role, strategic approaches to the delivery, timing and upgrade of vital community infrastructure is required to ensure the community is provided with the basic building blocks of a healthy, vibrant and resilient community.

### Open Space
The character of Wodonga has in part been defined by the quality, size, diversity and location of this network of open spaces, particularly within the older developed parts of Wodonga. Care must be taken that this legacy is continued in the newer, growing parts of the city to ensure that the future community enjoys the benefits of a range of high quality and well-connected open spaces. A holistic and strategic approach to open space delivery is required, that considers all categories of open space, such linkages between areas of open space and other resources such as the waterways or hillsides.

### Recreation
The city's active open spaces are a valuable resource to meet the sporting and recreation needs of Wodonga residents and visitors and the broader regional catchment. However, these existing spaces are coming under increasing pressure as the population grows and the footprint of city expands. A strategy for improvements to existing spaces, as well as identification of new spaces in new growth areas is required in order to contribute to creation of sustainable neighbourhoods.
## 4.3 A Mobile and Connected Region

| Integrated transport | Wodonga's transport system plays an important role in the dynamics of the city, playing a vital role in economic functions, social health and connectivity and people's access to services.  
Wodonga's movement network comprises a range of modes, including road, rail, pedestrian and cycle networks and bus routes. Ensuring that all transport options are planned in an integrated way means recognising that land use and transport planning decisions are fundamentally connected. Both these matters have significant implications for the liveability and prosperity of the city and, as such, must be considered holistically. |
| Healthy, equitable and sustainable transport | People's transport choices can be an important determinant of the health and well-being of a community. Healthy communities have access to a range of transport choices, including active options, such as well connected pedestrian and cycle paths, supported by accessible public transport.  
A range of transport choices contributes to a more equitable community, providing those that don't or can't drive with a means of getting around; and less driving provides for more sustainable environmental outcomes. At present, Wodonga is a very car-dominated city.  
Providing greater and better quality transport choices is a priority issue as Wodonga grows. |
| Freight and industry movement | Wodonga's strategic location at the junction of nationally significant transport modes (road and rail) has contributed to Wodonga's economic successes and prosperity, and has been the catalyst for development of key industry and logistics nodes such as Logic. Continued road upgrades to the freight nodes and other activities will ensure this important sector is supported, and can grow. |
## 4.4 A Thriving and Dynamic Economy

### Central Business Area Revitalisation
Wodonga has a well-established central business area (CBA) that is undergoing a planned transition from a traditional retail-focused centre, which was constrained by rail infrastructure, to a modern mixed-use centre. The realignment of the rail away from the CBA has opened up substantial opportunities for redevelopment and revitalisation of the CBA. However, this process requires a concerted effort to encourage desirable uses including retail, community, entertainment, visitor, arts and culture and residential accommodation, that will provide activation across the day and night. Streetscape improvements (current and planned) will support the reinvigoration of the centre as an attractive destination for the community and tourists.

### Local Town Centres
Local town centres meet the daily and convenience needs of residents, however, they have been traditionally retail focussed. Encouragement of a mixture of land uses will ensure that these centres genuinely contribute to creation of sustainable neighbourhoods. Pressure to expand Local Town Centres, and to deliver additional larger scale centres in new growth areas must be balanced with the focus on the CBA as the primary activity centre.

### Employment and industrial
Wodonga has a history of successful intervention in identifying and developing land for employment purposes. Analysis of existing land supply and take up rates indicate that the city has considerable available land supply, and that the city is well served by three major employment nodes at Logic, West Wodonga and Baranduda Enterprise Park, supported by smaller industrial areas in Moloney Drive, Anzac Parade and Osburn-Chapple Street. Supporting and diversifying Wodonga’s employment base is critical to ensure that residential growth is supported by corresponding growth in employment opportunities.

### Tourism
Wodonga is well-placed to leverage its locational advantages to become an increasingly important tourist destination. Wodonga provides and is surrounded by a variety of wineries, gourmet food areas, historic towns, cultural sites and natural attractors such as the Hume Dam, the Murray River and alpine areas and coupled with its strategic location on key transport routes, Wodonga is becoming an increasingly popular overnight and longer stay destination. Ensuring the city is well placed to welcome visitors in terms of accommodation and a vibrant urban area is an important objective of the growth strategy.
### Biodiversity conservation

Protection of the region’s rich diversity within its ecosystems is integral to the continued environmental health of the region, and plays an important role in the health and wellbeing of the community. Protection of biodiversity in the context of a growing city is a challenging balancing act. Wodonga has led the way in adopting an early, strategic approach to this issue resulting in the protection of extensive areas of conservation land in public ownership, and the planned transfer of further land in the future Leneva-Baranduda growth area. Ensuring that this land serves to provide both positive environmental and social outcomes for the city is a key issue for the *Wodonga Growth Strategy*.

### Whole of water cycle management

Wodonga is fortunate to have access to secure water resources at Lake Hume, however, management of water at all stages of the water cycle is becoming increasingly important when planning for growth. Historically, Wodonga has taken a piecemeal approach to management of elements of the water cycle particularly, delivery of drainage infrastructure as new development occurs. As the city grows, it is increasingly important for the council to take a leadership role with regard to delivery of a co-ordinated and holistic approach to whole of water cycle management (Refer to Figure 34 overleaf).

### Aboriginal cultural heritage and European historic features

Wodonga is rich in Aboriginal cultural heritage and a number of historic heritage places of European origin. Collectively, these cultural assets and features are of significant value to the community and visitors to Wodonga. Balancing the significance of these places and features in the context of growth is a challenge for the city and the growth strategy. Sensitive responses to Aboriginal cultural heritage will be an important consideration in the new growth areas, and preservation of Wodonga’s heritage sites within the established areas will need to be considered as the city grows, and development intensifies.
Whole of water cycle management

The water cycle is an interconnected system comprising natural, built and service aspects (refer to Figure 34). The way water moves through a landscape and how it is used and disposed of, has significant implications for the urban landscape.

Whole of water cycle management adopts a collaborative approach across a range of disciplines, at all stages of the planning and development process, to consider better and more integrated options for management of our scarce water resources. It considers the use and management of surface water, groundwater, recycled water and stormwater in a holistic way, to positively enhance the liveability of neighbourhoods and to reduce environmental degradation.
### 4.6 Sustainable Rural Communities

<table>
<thead>
<tr>
<th>Low density residential and rural living development</th>
<th>Low density and rural living is a popular and valued lifestyle option within the region. However, demand for expansion of this settlement type must be balanced having regard to its problematic outcomes, such as displacement of agricultural activity, inefficient delivery of infrastructure and services, potential land use conflicts (odour, dust, noise) and undesirable fragmentation of farming land.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural Land</td>
<td>The rural land surrounding the city is valuable for a range of reasons, including its agricultural productivity and the landscape values it contributes to character of the region and the city. These values must be recognised and protected as the city grows, to ensure that development does not compromise the very features that make Wodonga attractive as a destination.</td>
</tr>
</tbody>
</table>

The *Wodonga Growth Strategy* Part 2: Growth Strategy defines the vision, objectives and actions that have a deliberate and direct link to these challenges and opportunities.
PART 1 Executive Summary
PART 2 Growth Strategy
PART 3 Analysis, Issues and Ideas
PART 4 Background Report
October 2014
# Table of Contents

**EXECUTIVE SUMMARY**

**PART 1**
INTRODUCTION  

**PART 2**
WHAT IS A GROWTH STRATEGY?  

**PART 3**
CHARACTERISTICS OF SUCCESSFUL GROWTH STRATEGIES  

**PART 4**
AUDIT OF CURRENT GROWTH STRATEGY AND SUPPORTING INFORMATION  
4.1 Current Growth Strategy  
4.2 Issues and Performance  
4.3 Key Policy Gaps and Priorities  
4.4 Case Studies  
4.5 Summary of Contemporary Growth Strategy Issues  
4.6 Summary of Performance of Wodonga Growth Strategy  

**PART 5**
AUDIT OF SUPPORTING INFORMATION  
5.1 Economic  
5.2 Open Space and Environment  
5.3 Community Infrastructure  
5.4 Social Infrastructure  
5.5 Physical Infrastructure and Services  
5.6 the council Response to Key Policy Gaps and Priorities  

**PART 6**
REVIEW OF RELEVANT LEGISLATIVE CHANGES, POLICY AND LITERATURE  
6.1 Plan Melbourne  
6.2 Hume Strategy for Sustainable Communities 2010-2020  
6.3 Hume Regional Growth Plan  
6.4 Precinct Structure Plan Guidelines  
6.5 State Planning Policy Framework Review  
6.6 Reform of Planning Zones  
6.7 Standard Development Contributions  
6.8 Review of Native Vegetation Framework  

**PART 7**
SPATIAL, DEMOGRAPHIC AND MARKET COMPOSITION OF WODONGA  
7.1 Wodonga Context-Overview  
7.2 Wodonga Context- Spatial Composition  
7.3 Wodonga Context- Demographic Profile and Population Projections  
7.4 Market Analysis  

**PART 8**
RESIDENTIAL LAND SUPPLY AND DEMAND ANALYSIS  

**PART 9**
INDUSTRIAL LAND SUPPLY AND DEMAND ANALYSIS  

**PART 10**
SOCIAL INFRASTRUCTURE- INITIAL FINDINGS  

**PART 11**
GENERAL FINDINGS AND CONCLUSIONS
Executive Summary

Wodonga Council has a clear strategic land use vision as set out in the current Municipal Strategic Statement:

To continue to develop as a regional city offering a high quality lifestyle to our community and be the most prosperous and dynamic regional centre of inland Australia (MSS 21.02 pg 1 of 1).

Importantly in terms of how this is to be achieved, the MSS goes on to state that:

To achieve this vision, key strategies will concentrate on increasing the quality of life for residents ensuring high environmental standards are applied to development, the pursuit of economic development initiatives and diversification of the industrial base (MSS 21.02 pg 1 of 1).

Clearly emphasis is being placed on quality of life and economic development as the two key indicators of success.

In reflecting on the capacity of the city to achieve its aspirations, it is relevant to note that the city of Wodonga has inherited a legacy of past involvement and influence of the Albury Wodonga Development Corporation (AWDC).

While many of the initiatives of the AWDC were positive in terms of influence on the structure of the city, the impacts of divestment are significant.

Following divestment of the former AWDC land the city is now managing approximately 30 active development fronts and is now attempting to deal with the implications of the transition of historical delivery and pricing of land supply by the AWDC to current delivery and pricing of land supply by the private sector.

The city is also attempting to manage land that has been transferred into public ownership that is not suitable for development but which greatly enhances the character of the city.

In terms of strategic initiatives that have the capacity to shape the
city and to respond to the vision as set out in the MSS, it is clear that 
the city has adopted a proactive approach with respect to:

- Revitalisation of the central business area;
- Delivery of industrial/employment land supply; and,
- Planning for significant growth in the Leneva-Baranduda valley.

While the city has been diligent in its approach to these initiatives and 
the city has reached a level of maturity in its approach toward growth 
area planning (as evidenced by the breadth of strategies that have 
been prepared over the past 10–15 years), the current growth areas 
framework lacks consistency and clarity in direction, particularly with 
regard to preferred outcomes and timing of delivery. The role and scale 
of the activity centres hierarchy also requires review if the city is to 
reaffirm its commitment to support the revitalisation of the central 
business area (CBA).

Identification of key infrastructure priorities and funding mechanisms 
is also a key gap having regard to existing infrastructure and the 
location and scale of planned growth.

Notwithstanding these limitations, the city is very well placed to 
achieve its stated objectives having regard to its key strategic 
advantages including:

- A partially redeveloped central business area;
- An attractive setting;
- The capacity to deliver affordable land 
supply for residential purposes;
- A demonstrated commitment toward job 
creation and economic development;
- Available land supply and strategic drivers of 
job creation for employment purposes;
- Capacity to provide necessary physical services 
(sewer and water) to service planned growth;
- An established transport network; and,
- Strong projected growth rates.

It is within the context of the limitations of the current growth areas 
framework and having regard to the underlying strengths of the city 
that the Wodonga Growth Strategy is being developed.
1.0 Introduction

Mesh Planning has been commissioned by Wodonga Council to prepare the Wodonga Growth Strategy. This report is a background report that has been prepared to support the Wodonga Growth Strategy.

This background report responds to the requirements of the first part of the project brief by:

- Auditing the current growth strategy and supporting information;
- Benchmarking Wodonga with some other regional cities;
- Reviewing relevant legislative changes, policy and literature that are likely to impact on preparation of a growth strategy for Wodonga;
- Analysing the spatial, demographic and market composition of the city;
- Setting out the findings of a residential and industrial land supply assessment; and,
- Completing the first component of an audit of the existing physical, social and community infrastructure and natural environment.

Prior to setting out this information, which establishes a robust basis for formulation of the growth strategy, this report commences with some overview commentary regarding:

- The relative importance and need for preparation of a growth strategy having regard to the roles and responsibilities of local government in accordance with the Planning And Environment Act 1987;
- Identification of some of the desirable characteristics of successful growth strategies; and,
- Identification of the issues that growth strategies typically address.

Identification of the desirable characteristics of successful growth strategies and the issues that they typically address provides a useful checklist against which formulation of the Wodonga Growth Strategy can be measured.
What is a Growth Strategy?

In simple terms, a growth strategy can be defined as the means by which an organisation plans to achieve its objective. (web definition).

Notwithstanding this relatively simple definition can apply to any organization, it is important to establish from the outset that preparation of a growth strategy is a relatively complex undertaking. Complexity is generated by the breadth of issues that need to be considered and addressed in an urban development context. Complexity is also associated with the objectives of stakeholders that are often competing and the process and timeframe within which development takes place.

Acknowledging the complexity of the undertaking, the development process and in particular the transition of green-field land to urban land, is a process that requires active management in order to ensure that desired objectives are achieved. The Planning and Environment Act 1987 sets out the obligations and responsibilities of planning authorities in planning for each municipal district and in administering the planning scheme.

Far from being seen as an impost on the development process, well prepared and actively managed growth strategies have the capacity to positively shape urban and rural environments, to unlock and co-ordinate development outcomes and to assist in identification and delivery of key infrastructure priorities. Growth strategies also have the potential to provide direction and clarity across the various council functions and to provide a strategic basis for decision-making in order to avoid reactive responses that can have far reaching consequences.

In Wodonga, the need for preparation and implementation of a well-considered growth strategy is of particular importance as the city completes its transition from the influence of the Albury Wodonga Development Corporation (AWDC). Preparation and adoption of a clear growth strategy will establish leadership, provide certainty and will assist in ensuring that the city can achieve its stated objectives as set out in the MSS and the Community Plan.
3.0 Characteristics of a Successful Growth Strategy

It is commonly recognized that the planning system has become increasingly complex over recent years. This is in part due to the shift toward performance based planning schemes which contain a broad range of generic and more specific policy objectives.

A growth strategy can complement the planning scheme by offering specific guidance in relation to key issues. It is important however, for the growth strategy to be focused and to have certain characteristics in order to be successful.

Having regard to growth strategies in other locations and based on experience in the public and private sectors elsewhere it is considered important for growth strategies to have the following characteristics.

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Context</td>
<td>Must be relevant to its context and be based on a detailed understanding of the prevailing conditions – a careful and deliberate understanding of the prevailing conditions will ensure that strategic responses are targeted and relevant</td>
</tr>
<tr>
<td>Strategic Basis</td>
<td>Wherever possible should include a clear evidential base for directions and responses – a clear strategic basis will avoid misunderstanding and challenge and will guide discretionary decision making</td>
</tr>
<tr>
<td>Integrated</td>
<td>Should acknowledge and support the need for activity and engagement across a range of council functions and levels – shared understanding and ownership will ensure directions can be pursued and implemented with confidence. Municipal growth strategies should also be integrated with any related higher order strategies</td>
</tr>
<tr>
<td>Focus on structural conditions</td>
<td>Should not become overly embroiled in matters of implementation detail but rather focus on the key structural conditions that will shape the city and guide decision making – a clear focus on the key structural conditions will focus decision making and provide guidance for subsequent stages of the planning and development process</td>
</tr>
<tr>
<td>Vision</td>
<td>Should express a vision for the future that is meaningful in land use and structural terms – a well-expressed meaningful vision will underpin a range of implementation strategies</td>
</tr>
<tr>
<td>Unambiguous</td>
<td>Should be clearly expressed in text and plan-based formats – unambiguous explanation of the issues and strategic responses will avoid uncertainty and reduce the likelihood of successful challenge</td>
</tr>
<tr>
<td>Direction</td>
<td>Must give direction regarding preferred outcomes particularly where outcomes require exercise of discretion – definition of preferred outcomes will assist in establishing transparency and ensure that a net community benefit can be achieved</td>
</tr>
<tr>
<td>Timeframe</td>
<td>Successful implementation of a growth strategy will often require commitment over an extended timeframe – it is important that an adopted strategy has the capacity to provide direction over a timeframe that is relevant to the development context</td>
</tr>
<tr>
<td>Prioritize</td>
<td>Growth strategy directions should be accompanied by key funding and other priorities – the strategy analysis and responses should assist in identification of priorities and provide justification for their delivery</td>
</tr>
<tr>
<td>Support</td>
<td>Should be understood and supported by the majority of stakeholders – collective understanding of direction can greatly assist in focusing energy</td>
</tr>
<tr>
<td>Certainty</td>
<td>Uncertainty is a significant risk in growth area planning and development – a growth strategy should provide certainty and de-risk the planning process particularly in relation to key investment decisions</td>
</tr>
<tr>
<td>Marketing</td>
<td>An integrated strategy should provide the basis to market the city and to create confidence in investment and infrastructure delivery.</td>
</tr>
</tbody>
</table>
In terms of the issues that successful growth strategies typically address, common issues include:

- Management of population growth;
- Land use;
- Transport;
- Economic development and tourism;
- Activity centres;
- Open space; and,
- Infrastructure planning and funding.

What is important is that the growth strategy remains focussed on responses that are specifically relevant to growth as opposed to a general municipal strategy. In this context it is important that the growth strategy directions:

- Relate to the context;
- Establish a clear vision;
- Are relevant to growth area planning and delivery;
- Provide certainty and direction for subsequent stages of the planning process; and,
- Offer guidance regarding decision making particularly where complex assessment is involved.
4.0 Audit of Current Growth Strategy

This section of the background report contains an audit of the current growth strategy. Following the audit of the growth strategy, there is a section on issues and performance. Thereafter the next section includes an attempt to benchmark Wodonga in a qualitative way against a number of other case study examples that have similar conditions. Following the examination of case studies the audit concludes with a summary of performance.

4.1 Current Growth Strategy

The current Wodonga Growth Strategy is set out in clause 21 of the Wodonga Planning Scheme within the Municipal Strategic Statement (MSS).

The MSS includes the Wodonga Growth Strategy 2007 (see figure 1) and summarises the major themes and outcomes that are contained within the strategy as set out below.

- The plan will achieve high standards for new urban development, with the planning for new development being led by sound urban design principles that foster effective community development and interaction.
- Comprehensively planned residential areas including community facilities, open space, bicycle and pedestrian links will aim at achieving a healthy city.
- A broad range of residential development types will be encouraged with strategies applied to ensure a mixed form of development occurs, ranging from inner urban apartments to rural living development.
- The protection of prominent hillsides that surround Wodonga and areas planned for future urban development and where possible their inclusion in the Regional Parklands or open space.
- The sustainable management and long term protection of rural land to encourage agricultural production and diversification of farming activities.
- Achieving the infrastructure required to support the planned strategic outcomes for the industrial and residential development in addition to the redevelopment of the central business area.

Strategic issues are then set out in response to community forums that were held in 2005 and 2006 and in conjunction with monitoring of trends. The strategic issues are wide ranging and relate to issues such as:

- Role of the city;
- Relationship between Albury and Wodonga;
- The past and future operation of the Albury Wodonga Corporation (AWC);
- Facilities and Presentation;
- The form and composition of the CBA;
- Community views and attitudes;
- The importance of the hillsides;
The development and implementation of several key infrastructure projects include: The Hume Freeway; The Wodonga Rail By-pass project; Logic Distribution Centre; The Wodonga Road Strategy Plan; and, Wodonga Central Business Area (CBA) upgrade; Reinforcement of the role and potential improvement of Wodonga CBA as a mixed use centre and the city’s major retail, civic, entertainment and community centre.

Provision of additional industrial land at the Logic Distribution Centre at Barnawartha North and other industrial estates located at Baranduda, Bandiana East and the western section of Enterprise Park Wodonga.

The Logic Distribution Centre at Barnawartha North contains 394 hectares in the city of Wodonga and a further 220 hectares in the Shire of Indigo and is a major development site for distribution warehouses, transport, manufacturing uses in addition to a major rail inter-modal facility. The Logic project will provide a major catalyst for growth in the region providing the opportunity for up to 9000 jobs over the next 30 years.

The planning approach will continue to build on the strength of a well planned and effective road network in accordance with the Wodonga Road Strategy Plan.

Protection and maintenance of environmental assets including Lake Hume, surrounding hillsides, the Murray River and Kiewa River floodplains and other waterways and their floodplains.
The framework for the future land use and development of the city of Wodonga is then outlined in six key elements.

21.08 Regional co-operation – "Australia's leading regional centre";
21.09 environment and natural resources;
21.10 Future urban and residential use;
21.11 Economic development;
21.12 Infrastructure; and,
21.13 Social.

Clause 21.10 makes reference to strong employment and residential growth since 1973 and importantly the shift from growth in the west of Wodonga toward growth in the east and south-east. Clause 21.10 introduces sustainable neighbourhoods as the fundamental building block that will enable delivery of a sustainable form of urban development particularly in the Leneva Valley.

The residential growth strategy is then set out with emphasis on the desire to plan for the long term urban development needs of the city (beyond 15 years and up to and beyond 2036).

The key elements of the growth strategy are articulated with reference to capacity projections and key features of the Leneva Structure Plan 2006 (see figure 2). Capacity is estimated at approximately 29,000 lots or approximately 71,000 persons. The Leneva Structure Plan is a single page high level conceptual plan that is accompanied by the North Leneva Structure Plan 2006 (see Figure 3).
Figure 2: Leneva Structure Plan 2006

Leneva Structure Plan 2006

- Residential <15 lots/ha
- Residential 15 lots+/ha
- Business/offices
- Light Industrial
- Town Centre
- Parkland
- Neighbourhood Centre
- School Site
- Valley Views Estate
- Baranduda Enterprise Park
- Kiewa River Floodplain
- Bears Hill
- Baranduda Range
- Department of Defence
- Wodonga
Figure 3: North Leneva Structure Plan 2006
Figure 4: Wodonga Central Area Master Plan 2006

WODONGA CENTRAL AREA MASTER PLAN 2006

KEY DESIGN PRINCIPLES

Ensure Continuous Active Frontages to all Streets.
Ensure car parking areas are sleeved from street frontages.
High Street and parts of Elgin Boulevard to provide the core retail activity areas.
Two storey minimum building scale required throughout core retail area and Elgin Boulevard.
Encourage Mixed uses throughout with residential above retail and commercial.

Options for Stanley St Pool Site, Richardson Park and former Police & Courts to be Investigated

Maximise on-street Car Parking
Major Boulevard

January 2013
21.12-02 Wodonga Rail Facilities’ Upgrade

At an estimated cost of $70 million, the rail project is a major initiative that the Wodonga Council has received federal and state government funding commitments for. Figure 13 illustrates the major components of the rail project and the new alignment proposed for the rail line. The new rail alignment is now in the ownership of the Victorian Rail Track Corporation and is identified in the planning scheme as a Public Use Zone. Following relocation of Wodonga Railway Station, the former Station and associated rail land (in the Central Business Area) were rezoned to the Comprehensive Development Zone 1 to facilitate redevelopment of the land and provide for delivery of key road and public open space projects.

In addition to providing up to 19 hectares of land for future commercial development, the project will be instrumental to the upgrade of the CBA, removing the physical barrier and traffic delays experienced due to approximately 40 daily train movements.

The Wodonga Council will continue to work in partnership with the state and federal governments to plan for and maximise the opportunities arising from this project.

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WODONGA GROWTH STRATEGY BACKGROUND REPORT

14
The significant infrastructure projects are transport related (some of which have been implemented) however, provision of trunk services (sewer and water) do not appear to be a constraint to development as they are in some other regional locations. The Wodonga Road Strategy Plan is included in clause 21.12-01 (see figure 7). In terms of infrastructure funding clause 21.12-04 makes reference to an intention to prepare a development contributions plan/s for Wodonga.

The social requirements set out in clause 21.13 relate to:

- Co-ordinated delivery of diverse housing types that are more affordable and innovative in their design;
- Co-ordinated service provision;
- Recreation;
- Education;
- Health facilities;
- Public transport;
- Cultural and built heritage;
- Arts and culture;
- Indigenous heritage; and,
- Equity of access.

In addition to the MSS the planning scheme contains a range of local policies and particular provisions either directly or indirectly related to the growth areas framework. The local policies and particular provisions of most relevance include the following.

- Urban Design along Main Roads
- Streetscape Character – Beechworth Road
- Industrial Development
- Wodonga central business area
- Residential Requirements
- Leneva
- Wodonga Enterprise Park (Mixed Use Zone)
- Wodonga Enterprise Park Industrial Precinct
- Logic Distribution Centre – Service Centre
- Open Space
- Seniors Housing and Aged Care Local Planning Policies
- White Box Rise Mixed Use Zone
- Public Open Space Contribution and Subdivision
- Native Vegetation Precinct Plan
- Urban Context Report and Design Response for Residential Development of Five or More Storeys
- Integrated Public Transport Planning

To complement the key land use directions, clauses 21.12 and 21.13 address the key infrastructure and social requirements. According to clause 21.12 the significant infrastructure projects are transport related (some of which have been implemented) however, provision of trunk services (sewer and water) do not appear to be a constraint to development as they are in some other regional locations. The Wodonga Road Strategy Plan is included in clause 21.12-01 (see figure 7). In terms of infrastructure funding clause 21.12-04 makes reference to an intention to prepare a development contributions plan/s for Wodonga.

More detail in relation to activity centres and employment areas is set out in clause 21.11 which addresses economic development.

Clause 21.11 confirms the primacy of the Wodonga CBA and then sets out an activity centres strategy comprising:

- The Wodonga CBA;
- The Birallee neighbourhood activity centre;
- A neighbourhood activity centre in North West Wodonga (Enterprise Park);
- The North Leneva Town Centre (future) - initially neighborhood scale with longer term growth potential;
- The White Box Rise Neighbourhood Activity Centre;
- East Wodonga and Killara neighbourhood activity centres;
- Possibility of a small range supermarket at Baranduda; and,
- A proposed secondary centre to the Wodonga CBA in the Leneva Valley on the southern side of Middle Creek – not to be developed until there is a minimum of 4,000 dwellings in the Leneva Valley.

In terms of the preferred form of the proposed activity centres, emphasis is placed on pedestrian scale centres with traditional street based orientation.

Redevelopment of the Wodonga CBA is then addressed in more detail with reference to the Wodonga Central Area Master Plan 2006 (see figure 4) and a range of strategic actions. The importance of tourism and industry are then addressed with reference to the strategic importance of Logic and the Enterprise Park Land Use Structure Plan (see figures 5 and 6).

While it is acknowledged there is ample industrial land supply the corridor of land adjoining the Kiewa Valley, “bounded by Whytes Road, the Valley Views Estate, Middle Creek and the defence land, is designated for the long term industrial land requirements of Wodonga” (Clause 21.11-06).

In addition to the MSS the planning scheme contains a range of local policies and particular provisions either directly or indirectly related to the growth areas framework. The local policies and particular provisions of most relevance include the following.

- Urban Design along Main Roads
- Streetscape Character – Beechworth Road
- Industrial Development
- Wodonga central business area
- Residential Requirements
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To complement the key land use directions, clauses 21.12 and 21.13 address the key infrastructure and social requirements. According to clause 21.12 the significant infrastructure projects are transport related (some of which have been implemented) however, provision of trunk services (sewer and water) do not appear to be a constraint to development as they are in some other regional locations. The Wodonga Road Strategy Plan is included in clause 21.12-01 (see figure 7). In terms of infrastructure funding clause 21.12-04 makes reference to an intention to prepare a development contributions plan/s for Wodonga.
4.2 Issues and Performance

The general finding of the audit of the growth strategy is that the MSS and the associated policies and particular provisions can be characterized as:

- Out of date;
- Overly complex;
- Conflicting in parts (particularly in relation to activity centres and the primacy of the CBA);
- Unclear in both written and plan based formats; and,
- Lacking any reference to timing and rates of development.

In this context, it is important to state however, that it is not so much that the issues are not relevant or that they are not important to the future of the municipality, it is more the case that the expression found in the MSS suffers from the characteristics described above.

Beyond the issue of expression and general content the key issues that are apparent from a growth strategy perspective are:

- Conflicting strategies in relation to primacy of the CBA – particularly in relation to the location, timing of delivery and scale of proposed activity centres in the Leneva - Baranduda Valley;
- Lack of enforceable timing requirements for delivery of future activity centres;
- Absence of a confirmed retail hierarchy and strategy for retention and enhancement of the viability of the CBA;
- Lack of clarity and accuracy contained in the Wodonga Growth Strategy 2007 (plan);
- Lack of clarity and supporting documentation that is consistent with contemporary practice in relation to structure plans for the Leneva Structure Plan 2006 and the North Leneva Structure Plan 2006;
- Absence of any clear strategies relating to land supply in the short medium and longer term based on estimated demand;
- Absence of a future strategy for management and maintenance of the WREN land including possible uses and funding options;
- Lack of deliberate reference to liveability or well being;
- Lack of clarity in relation to open space requirements for the growth areas;
- Lack of reference to bush fire risk management;
- Lack of an up to date transport strategy; and,
- Absence of any methodology/consistency in identification of infrastructure priorities or funding methodologies.
Notwithstanding these limitations, the council should be acknowledged and congratulated for adopting a strategic view with regard to:

- Adoption of a long-term view regarding the preferred location and general extent of growth;
- Recognition that affordable land supply is central to the future of Wodonga in order to maintain its competitiveness with Albury and other regional cities;
- Delivery of broad scale land for employment purposes and pursuit of a range of economic development initiatives;
- Adoption of long term approach to planned growth in terms of its form and composition;
- Attempting to articulate the importance of sustainable neighbourhoods;
- Identification and partial delivery of a range of initiatives to revitalise the CBA;
- Recognition of the importance of urban design;
- Recognition of the role and importance of the WREN land and pursuit of a native vegetation precinct plan approach to native vegetation; and,
- Implementation of a range of transport related projects.

In terms of background planning that has been undertaken to date in relation to the Leneva-Baranduda Valley, while the strategic long term aspiration is clear, its major limitation is any reference to likely timeframes for delivery having regard to consumption of land for urban purposes and identification of infrastructure requirements and funding methodologies. The lack of reference to timeframe for delivery (in lot consumption terms rather than time) is a key limitation of the framework in relation to the scale and location of proposed activity centres. The relevance of the limitation is that if the activity centres are too large or if they are delivered too soon their relative convenience will result in them competing with and potentially detracting from the CBA.

With regard to the preferred urban form and the emphasis on sustainable neighbourhoods as the fundamental building block, it is positive that the council has embraced the new urbanist design philosophy however, reference to the existing topographic and other features suggests that a more site responsive approach may be required in conjunction with the suitable components of the new urbanist design philosophy.

During the course of the audit of the current growth strategy the project team have had regard to a number of incorporated and reference documents (see Table 2). In addition to these documents, some of which suffer from contemporary relevance, the project team has been provided with a significant number of other strategies, a number of which have been produced quite recently. Most of these important strategies appear to have been produced in isolation and have either not been advanced beyond draft stage or they have not been implemented in the planning scheme either as reference documents or as incorporated documents.
A list of the documents and their general status is included in the table below.

<table>
<thead>
<tr>
<th>Name</th>
<th>Author and Publication Date</th>
<th>Type</th>
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<th>Planning Status</th>
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<td>Strategic Planning</td>
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<td>Strategic Planning</td>
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<td>Strategic Planning</td>
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Returning to the MSS it is important to acknowledge that the general findings of this audit of the growth strategy are highly consistent with the findings of the Wodonga Planning Scheme Review Report December 2013.

The general finding of the Wodonga Planning Scheme Review Report (WPSRR) was:

it is evident from analysis and consultations undertaken as part of this review that the structure and content of the MSS is haphazard, repetitive, dated, hard to navigate and does not follow the preferred structure of the State Government.

The WPSRR delivered a significant number of findings in relation to the structure and content of the MSS. The following extract from the executive summary of the WPSRR presents a useful summary of the findings in relation to content:

The more critical failure though of the MSS is in its content. The strategic directions on a variety of issues are so dispersed throughout the scheme that it is hard to get a clear picture. For instance, the Wodonga CBA is addressed in Clauses 21.05-6, 21.05-9, 21.06-1, 21.06-4, 21.11-02, 22.09 and in the Comprehensive Development Zone. It is not that the detail is irrelevant (although the more references the greater the scope for inconsistency), it is just hard to pin down a clear strategy.

Perhaps the single major issue to arise during consultations was the mixed messages and the consequent level of confusion that faced all stakeholders when considering some aspects of the MSS, local policies and other parts of the scheme. Quite apart from the fact that the current central business area Master Plan and the Leneva Structure Plan that are in the MSS are out-dated and of little use or relevance, there is confusion embedded throughout the planning scheme.

For instance, at the North Leneva Town Centre, the floor area for a shopping centre is included as 3000m2 in the MSS, 15,000m2 in the North Leneva Valley Design Guidelines and 50,000m2 (by 2026) in a Section 173 legal agreement as part of the rezoning process. Figure 1 in the MSS (the “Growth Strategy”) further confuses the issue by nominating an area of 30,000m2 for this centre. Other aspects of the Growth Strategy that have caused confusion include reliance on dates for sequencing notwithstanding that these have been ignored and are of little relevance. There is clearly a need to devise a new Framework Plan based on contemporary strategic analysis.

In addition to the policy confusion, the MSS at Clause 21 also suffers from having:

- outdated, irrelevant and repetitive material;
- poorly expressed objectives, strategies and implementation actions; and, a
- cumbersome format that is difficult to navigate.
The analysis of the nineteen local policies at Clause 22 reveals that
they fall into one of three categories.

1. some deal with strategy and should be included in the MSS (clause 21);
2. some are unnecessary, as there is a better VPP tool to implement them; and,
3. some (very few) are clearly local policy and should be retained (albeit edited).

There are also significant opportunities to improve and update the
policy elements of the MSS and local policies by incorporating relevant
strategic work that has been completed by the council and other
agencies.

In order to address the policy gaps and priorities, the council needs
to implement its adopted strategic work and to confirm its further
strategic work program. While this has been a seemingly haphazard
process in the past, the council must adopt a more rigorous approach
to identifying and prioritising its work program and then commit itself
to introducing it into the planning scheme. This is especially so for the
strategic projects listed in the current the Council Plan.

The WPSRR also identified that the council has prepared a range of documents
and strategies since the 2003/2006 MSS reviews and identified that the
following are relevant to possible updates and revisions to the planning scheme:

- CBA Economic Options Report 2013;
- CFA - Landscaping for Bushfire;
- CFA - Planning for Bushfire;
- Environmental Strategy 2012-2021;
- Landscape Plans for Planning Applications;
- Youth Friendly city Framework 2013;
- IDM 2011;
- Leneva – Baranduda Growth Area Framework Plan (Draft) 2012;
- Leneva Valley and Baranduda Native Vegetation Precinct Plan (Feb 2013);
- Transforming Wodonga’s CBA to a Regional Capital Activity Area;
- Public Open Space Strategy;
- Active Travel Report;
- Living Longer, Loving Life;
- Economic Development Strategy 2011;
- Wodonga Integrated Transport Strategy;
- Wodonga Activity Centre Strategy Review (Draft) 2012;
- Strategic Destination Marketing and Development Plan 2011-2014;
- Business and Organisation Survey and Property Owners Survey 2013;
- Our People; Their Voices.

Specifically with regard to settlements, the WPSRR arrived at similar conclusions
to the findings of this audit in stating that:

Similarly, at the North Leneva Town Centre, the floor area for a shopping
centre is included as 3000m2 in the MSS, 15,000m2 in the North Leneva
Valley Design Guidelines and 50,000m2 (by 2026) in a Section 173
agreement as part of the rezoning process. Figure 1 in the MSS (Growth
Strategy) further confuses the issue by nominating an area of 30,000m2
for this centre. Other aspects of Figure 1 that have caused confusion
include reliance on dates for sequencing notwithstanding that these have
been ignored and are of little relevance. There is clearly a need to devise a
new Framework Plan based on contemporary strategic analysis.

The current MSS Structure Plan for the growth corridor was also found
to be in conflict with other documents such as the NVPP and the North
Leneva Design Guidelines (2009). The current structure plan lacks a
degree of robustness, available background information or a transparent
methodology as to how the plans were formulated. In addition, the
council’s failure to undertake any form of review or consultation prior to
the testing of the structure plan in the market place by land speculators
and developers revealed its short comings.

It was suggested that the failure to test the plan and associated policy,
created a run of land speculation and rezoning requests made it difficult
to better control land release and urban design. (WPSRR pg 49)
4.3 Key Policy Gaps and Priorities

In terms of key gaps the WPSRR identified the following key policy gaps and priorities:

**Framework Plans**

The issue is the lack of contemporary planning guidance for all of the major growth areas and the Wodonga CBA through out of date or old framework plans.

Although the council has prepared framework plans for Leneva and Baranduda these have been overtaken by more recent analysis.

The existing MSS work program includes commitments at Clause 21.10-3 (Central Wodonga); 21.10-6 (East Wodonga); 21.10-8 (Leneva); 21.10-10 (Killara) and Clause 21.10-11 Bonegilla. The current the Council Plan identifies the following related projects:

- Develop a plan for the sustainable growth in the Leneva-Baranduda area. (Short term).
- Complete the central business area 2020 Vision and Strategic Action Plan. (Short to long term).
- Implement the Bonegilla Master Plan and secure funding for implementation. (Ongoing).

**Environmental Issues**

The issue is the lack of environmental protection, particularly by the inconsistent use of environmental and biodiversity overlays such as the Environmental Significance Overlay, Significant Landscape Overlay, Vegetation Protection Overlay and flooding overlays.

The existing MSS identifies commitments at Clause 21.09-1 (Environment and Catchment Management); and, 21.11 (Buffer zone along Middle Creek corridor).

The Council Plan identifies the following related projects:

- Develop a Greening Wodonga Strategy to include hilltops, floodplains, Leneva, Baranduda and the residential streetscapes. (Medium term).
- Develop management plans to ensure WRENs land is maintained and managed. (Medium term).
- Develop an Environmental Strategy for Wodonga (Medium term).

**Urban Design/Built Form Issues**

The issue is that despite the “design led” origins of the MSS in Amendment C57, consultations suggest that there remains a clear lack of urban design guidance in estate planning and in the development of all forms of housing, especially medium density housing.

Existing council commitments in the MSS include commitments at Clause 21.11 (Implement design and streetscape improvements); and, 21.13 (Protect and encourage the enhancement of the built and natural heritage of Wodonga).

The Council Plan identifies the following related projects.

- Enhance the main entrances to the city (Short term).

**Rural Issues**

The issue is the lack of a clear and contemporary rural planning framework that addresses small lot subdivision (including excisions), dwellings on rural lots (particularly on small lots), subdivision minima and rural lifestyle living. There is also a need for consistent application of the new rural zone provisions.

The council is yet to adopt a position on the new zones, although the review has confirmed that these issues still remain.

**Bushfire**

The issue is that the Wildfire Management Overlay (WMO) has been applied to fire prone areas for many years (since Amendment C30 in 2006). Issues relating to these provisions have now been overtaken by the recent state government application of the Bushfire Management Overlay (BMO) in the wake of the Bushfire Royal Commission. It is anticipated that the BMO will soon have new updated mapping applied across the state.

There are no commitments listed at Clause 21 to address this issue.
Similarly, the Council Plan also does not identify any strategic projects to address this issue.

**Open Space Planning**

The issue is the adequacy of public open space planning within the municipality. These concerns included perceived inadequate POS provision and the need to ensure that growth areas are provided with adequate POS. There was general support for a contribution rate greater than 5% to be expressed in the schedule to Clause 52.01 of the Planning Scheme. Amendment C57 addressed this issue and applied the 5% requirement to the schedule.

Existing council commitments in the MSS include:

- Commitments at Clause 21.09-1 (Public open space link from Kiewa River to Wodonga Creek). The Council Plan identifies the following related projects:
  - Implement the Wodonga Recreation Strategy (Ongoing).

**Development Overlays**

The issue is the considerable overlap, overuse and “overkill” triggered by the application of Design and Development Overlays and Development Plan Overlays in the growth areas. This is compounded by the IDM and by Section 173 legal agreements. In future, the PSP process will avoid the need for endless DPOs subject to availability of infrastructure.

Existing council commitments in the MSS include:

- Commitments at Clause 21.12 (Infrastructure). The Council Plan identifies the following related projects:
  - Completing the review of the WPS to ensure that it includes a Growth Strategy (Short term).

**Development Contributions Plans**

The issue is the need to fund physical and community infrastructure in a coordinated and equitable manner. At present Section 173 legal agreements are the favoured tool to address this issue. In future, the PSP process will enable contributions to be specified.

Existing council commitments in the MSS include:

- Commitments at Clause 21.12 (Infrastructure). The Council Plan identifies the following related projects:
  - Finalise a strategy which defines the financial contribution by developers to key infrastructure. (Medium term).

**Health and Wellbeing Issues**

The issue is the need to incorporate “liveability type provisions into all aspects of the development cycle. Contemporary planning schemes (Latrobe, Wyndham C192 etc) contain objectives and strategies arising from the Municipal Health and Wellbeing Plan. Consultations identified that this was an emerging issue in land development and strategic direction is lacking in the existing WPS.

**Transport Issues**

The issue is the lack of reference in the existing MSS to transport related issues. While the Wodonga Integrated Transport Strategy will assist, consultations (especially from DTPLI) suggested that the WPS provides only limited coverage of the range of transport issues affecting the municipality.

Specifically with regard to infrastructure funding and apportionment, during the course of this audit sites that are subject of existing S.173 Agreements in Wodonga were reviewed. In general terms it is apparent that the city has relatively widespread use of S.173 Agreements for two purposes:

- Firstly to restrict subdivision potential of land that has been identified for future growth purposes – that is, to avoid fragmentation of land prior to its subdivision and development for urban purposes; and,
- Secondly to require payment of development contributions in lieu of a formalised development contributions plan/s.
WODONGA: EXISTING S173 AGREEMENTS

(Figure 8)

- LGA BOUNDARY
- EXISTING GROWTH BOUNDARY
- LENEVA GROWTH AREA
- FREEWAY
- ARTERIAL ROAD
- LOCAL ROADS
- s173 AGREEMENTS
- EXISTING REGISTERED LENEVA GROWTH AREA S173 AGREEMENTS
- PROPOSED UGZ REZONING

MAX 2 LOT SUBDIVISION UNTIL URBAN REZONING OCCURS

MAX 8 LOT SUBDIVISION UNTIL URBAN REZONING OCCURS

NO FURTHER SUBDIVISION UNTIL URBAN REZONING OCCURS & TRANSFER OF EXISTING P.A.O LAND AT NO COST TO COUNCIL

8 October 2014
A review of the content of the agreements has revealed that the items are generally confined to:

- Site specific traffic management projects and other works;
- Selected community infrastructure; and,
- Transfer of land for public open space and other purposes.

In terms of charge levels (noting that some of the items may be considered to be developer works in any event – such as site specific traffic management works), charge levels vary from approximately $3,207 to $4,276 per lot. By comparison to the standard development contributions rate for middle tier regional locations ($125,000/ha exclusive of the cost of drainage) which equate to $9,615/lot @13 lots/ha or $8,300/lot @ 15 lots/ha the existing charge levels are quite low and generally restricted to local services and facilities.

While the absence of formalised development contributions plans is not uncommon, particularly in regional locations, what is significant about this finding is that all of the land that is currently zoned for residential purposes (excluding the Urban Growth Zone) has planning permits and existing S.173 Agreements in place.

Having regard to the land supply findings following, the presence of the existing S.173 Agreements will restrict the council’s ability to collect development contributions for the next 15 years. In this context should the council pursue preparation and implementation of a development contributions regime in the Leneva Valley (involving use of the recommended standard development contributions), it is important that there be awareness of the following issues:

- Firstly that land that is subject of existing S173 Agreements will be potentially at a commercial advantage over land that is subject of higher charges; and, Secondly that land and housing in Wodonga is very price sensitive, with limited capital growth.

These findings and issues highlight the need to carefully consider infrastructure priorities and overall affordability levels particularly in the Leneva Valley. As land costs are typically a significant component of development contributions charges it is significant that the council has three strategic advantages that will assist in management of the impacts of introduction of a new development contributions charge:

- the council owns the Baranduda Fields site which is more than large enough to accommodate local active recreation requirements;
- Large areas of land have already been transferred into public ownership (such as the WRENs land) which has passive open space value; and,
- Land in the Leneva Valley is comprised of relatively large parcels.

In this context it may be possible to pursue a reduced contribution level or to include some projects that would otherwise be considered to be developer works.

Noting that the council has previously prepared policy and draft strategies in relation to introduction of development contributions but was unsuccessful in pursuing the necessary investigations for a range of reasons, the city is now well placed to establish a rationale and framework in the Wodonga Growth Strategy for use of the new Infrastructure Contributions Plan (ICP) system which utilizes standard development contributions particularly in the Leneva Valley.

With regard to potential growth in other locations, such is infill development in proximity to the CBA, it will be important to consider the possible extent of potential for infill development and whether incentives should be introduced to support such development. These are issues that should be addressed in formulation of the growth strategy.
The following section briefly examines a number of case studies of cities located throughout Australia that Mesh believe are relevant to Wodonga and growth planning more generally. The case studies discussed have been chosen for a range of reasons including, but not limited to, cities of a similar population size and level of growth when compared to Wodonga, cities/towns that form part of a “twin-town/city” partnership and cities that provide a broad range of approaches to growth planning.

This section has been divided into specific headings which include discussion of how the case studies compare to Wodonga and to identify common challenges and responses/approaches to growth planning.

The case studies have been used to complement the previous section by “benchmarking” Wodonga in a qualitative way in terms of general planning approach.

How does the level of population growth forecast between 2013/4 and 2031 for Wodonga compare with other regional cities?

Wodonga’s population is forecast to grow by 41% by 2031 which is particularly high when compared with several other Victorian regional cities such as Ballarat (29%), Bendigo (31%), Warrnambool (29%) and Shepparton (24%). However, there are several other cities which currently have a similar population to Wodonga but are forecast to grow at significantly higher rates one such city is Geraldton in Western Australia. Geraldton is a coastal city 420km north of Perth and its population is currently 38,000. Geraldton is forecast to grow up to 99,000 by 2031, which is a significant increase of 260%.

Notwithstanding the level of growth predicted for the city of Geraldton, the level of growth forecast for Wodonga is significant and combined with Albury the two cities will continue to reinforce their place as very significant inland cities. The level of growth predicted poses both opportunities and challenges.
Location and relationship to nearby towns/cities

Wodonga forms part of a “twin-city” with Albury and this creates a unique environment, especially given Albury and Wodonga are located in different states. The current combined population is 90,000 residents which is forecast to grow to an estimated 123,000 by 2031. There are several towns and cities across Australia which form part of a twin town/city such as Tweed Heads (NSW) and Coolangatta, Gold Coast (QLD), and Newcastle and Maitland.

While Wodonga is not alone in being part of a “twin-city” it is important to recognize that the coordinated approach to planning and development of Wodonga and Albury is unusual. The importance of the cities of Wodonga and Albury was recognised by the Federal Government through the establishment of the Albury Wodonga Development Corporation (AWDC) which initially controlled the planning and development of the respective cities.

With respect to twin-cities it is likely that they will naturally compete for residents, jobs, retail and commercial, and cultural attractions. Given the locational proximity of twin-cities there is a strong desire to create a point of difference while complementing each other to the extent possible.

How have other regional cities approached planning for growth?

For many towns and cities growth is inevitable however, the various state and local governments approach growth planning in quite different ways. Below is a selection of examples of different approaches that have been adopted across Australia.

CBD Revitalisation

While undertaking a review of the various planning strategies of the case study cities it was very apparent that a common challenge facing all of these areas concerns revitalization of their respective central business districts and almost all cities have prepared various strategies outlining potential ways this can be achieved. A common challenge the various cities are facing relates to the transition from a traditional CBD function to a more diverse mixed use, economic, social, residential and cultural centre.

In particular, traditional CBDs face pressure from new retail centres especially large out of centre development which prefers to locate on greenfield land which is cheaper and often more accessible. To address these matters the council’s have prepared economic strategies which seek to increase the role of the CBD in the activity centre and commercial hierarchy. To achieve their respective outcomes several councils including Ballarat, Toowoomba, Geraldton and Geelong have prepared infrastructure plans identifying priority projects to assist the transition of their CBDs.

In addition, many the council’s including Ballarat, Bendigo, Shepparton and Toowoomba are actively identifying land suitable for infill development through residential housing strategies.

The CBD revitalisation strategies contain common themes including:

- improving access, public transport and car parking;
- addressing lack of infill residential development;
- identifying the role of the centre in terms of the activity centre hierarchy and creating policies to support this;
- improving employment opportunities;
- promoting the profile of the centre and creating vibrancy;
- improving the physical appearance and amenity of the centre;
- identifying land suitable for redevelopment including any assembly issues;
- preserving heritage;
- creating a high quality public realm including streetscapes and civic space; and,
- identifying priority infrastructure projects.

The respective the council’s are recognising that they need to intervene to ensure the success and longevity of their CBDs and many have proposed various intervention/ incentive based policies/strategies including limiting retail floorspace in other activity centres (examples); reducing development contributions payable on medium density infill development (Toowooomba); identifying key infrastructure required and delivery of the infrastructure (Ballarat, Geraldton, Toowoomba, Geelong).

A consistent theme throughout these revitalisation strategies is that the transition from a traditional, and often under utilised, CBD to a vibrant mixed use centre is of utmost importance. While it will take some time and it will not be an easy task various the councils are currently spending the time and money to prepare detailed revitalization strategies accompanied by infrastructure delivery plans to ensure that they achieve the position outcomes sought.

In Warrnambool a proposal for a large out of centre development was ultimately supported in opposition to the council’s preference for significant retail activity to be contained to the town centre. The Eastern or Gateway activity centre now stands as an example of the impact of decentralization of retail activities in terms of impact on the CBD and of the difficulties in controlling the built form in order to avoid a car based centre that is dominated by conveniently located car parking.
Urban Consolidation and Growth

Planning for future growth is being undertaken by all of the case studies centres in slightly different ways. One common challenge concerns urban consolidation and how this should be achieved. To determine the capacity of a city to accommodate further development within its existing urban area several of the case study cities (Ballarat, Bendigo, Shepparton, Warrnambool and Toowoomba) identify land suitable for infill development. However, Toowoomba Regional the council went one step further and introduced a temporary urban consolidation incentive policy which is described below in more detail which had an impressive impact over the 18 months it was in place.

Toowoomba – urban consolidation incentive based policy

Toowoomba is a regional city of 110,000 people 125 km west of Brisbane. In Toowoomba the Regional the council has trialed a Temporary Urban Consolidation Incentives policy over an 18 month period. The intent of the policy is to stimulate medium density development in existing urban areas, increasing housing choice, to better utilise existing infrastructure and make public transport more viable.

To achieve these objectives, the policy offers discounted infrastructure charges/contributions to developers of the following housing types, provided a range of criteria are met:

- Small Lot: Lots which are 450m2 or less in size;
- Dual Occupancy: Two dwellings on a single lot, either attached or stand-alone and intended for use by two households (e.g. duplex); and,
- Multiple Dwelling: Three or more dwellings on the same lot (e.g. flats, units, apartments and townhouses).

Toowoomba Regional the council conducted a review of the first 6 months of the policy and their findings were quite impressive. Over the period of January to August 2013 approximately 281 medium density dwelling approvals (i.e. units) can be directly attributed to the introduction of the policy. This compares with approximately 149 medium density dwelling approvals in the preceding period January to December 2012. Based on an average reduction of $10,000 per dwelling under the incentive policy, the cost of the policy between January 2013 and August 2013 (assuming all approvals apply and receive the incentive and go on to be constructed) is likely to be in the order $2.81 million in forgone the council infrastructure charged revenue (Economic Associates, 2013).

However, the economic value generated by these additional approvals is estimated to be:

- $112.29 million total additional output;
- $16.83 million total additional income;
- 347 FTE additional employment; and,
- $32.3 million total additional value.

The Toowoomba example is really interesting especially the studies the regional council commissioned to ascertain the true value of the incentive policy.

In terms of planning for growth, particularly, residential growth several cities including Bendigo, Ballarat, Warrnambool, Shepparton and Geraldton have undertaken residential land supply studies and have identified areas that are suitable for future growth. These studies have formed the strategic basis for preparation of subsequent more detailed precinct structure plans.

While Wodonga does not currently have a residential land supply assessment one is being completed as part of the Wodonga Growth Strategy.

Infrastructure Funding and Delivery

As cities experience high levels of growth additional strain is placed on existing infrastructure and the council’s are recognising the need to strategically plan for and deliver key infrastructure to support both the existing and future communities needs. Given the rate of growth anticipated in many cities respective councils are investing in preparation of overall infrastructure plans which identify the type, location, catchment, cost, timing and level of priority of various pieces of infrastructure so they can begin to manage both the funding and delivery aspects.

In Victoria the use of Development Contribution Plans (DCPs) are a common tool to charge and collect contributions from developers for higher order local infrastructure. While DCPs were historically only used in Melbourne’s growth areas, over the last 5 years there has been a significant increase in the preparation of DCPs in Victoria’s regional cities (Ballarat, Bendigo, Shepparton, Warrnambool, Geelong).
Summary of Contemporary Growth Strategy Issues

In addition to the specific strategies that are being developed in relation to infill development, the case study examples were commonly involved in developing strategy and responses with regard to a range of other contemporary issues. Increasingly, particularly within a regional city context, emphasis is being placed on liveability as the overarching goal “Greater Bendigo – Australia’s Most Liveable Regional city” and integrated strategies are being developed to collectively achieve a more liveable city.

A summary of the common contemporary issues that the case study examples in regional locations are seeking to address include:

- Management of Population Growth;
- Revitalisation and Diversification of central business areas;
- Changing Demographic Profile and Housing Needs;
- Movement Options and Over Reliance on Car Based Transport;
- Rising Obesity, other Health Concerns and Well Being;
- Climate Change and Risk of Flood and Fire;
- Affordability and Diversity of Housing Options and Locations;
- Composition of Neighbourhoods;
- Urban Design and the Importance of Place;
- Activity Centres and Job Creation;
- Infrastructure Planning, Funding and Delivery; and,
- Open Space Planning and Management.

The charge rates of these regional DCPs have usually been lower compared to Metropolitan Melbourne for two main reasons. The land price is often lower in regional areas and in many instances the respective the council’s have been very conscious of providing affordable housing stock for their communities and have deliberately not included the full range of social infrastructure but have made the conscious decision to fund its delivery via rates (Warrnambool).

Wodonga have adopted a similar approach to Warrnambool when they introduced an incentives based policy to encourage developers to provide lots less than 400m2, if they did this the developer would be entitled to a 25% discount on the community infrastructure.

Role of Government: How far do you go in terms of intervention, when and why?

Local Governments adopt different approaches to growth planning which can broadly be categorised as either proactive (interventionist), passive or reactive (procedural). The former involves the preparation strategic growth plans that set out the future. The latter involves government managing land release whereby they respond to development pressure as it arises.

Upon review of multiple planning documents for the various case study cities it is interesting to note the language used in recent policy documents is more forthright. The reports often refer to incentives and intervention based policies which indicates local governments are becoming increasingly involved in the planning of their cities and are not relying on the market to deliver the outcomes they seek (Geraldton, Toowoomba, Ballarat, Geelong, Warrnambool).

While the Western Australian State Government has traditionally played a particularly interventionist role in the planning and development of its cities, Victoria on the other hand, with the exception of Places Victoria, tends to focus on planning frameworks. Wodonga is unusual in that it has previously experienced a strong interventionist approach to planning and development through the operation of the (AWC) which is described in detail in section 7.1.
4.6 Summary of Performance of Current Growth Strategy

The findings of the audit that has been conducted in preparing this background report and the review that was conducted during the course of the WPSRR are broadly consistent in their findings. That is, that the current Wodonga Growth Strategy as set out in the MSS has a combination of structural and content issues such that the strategy is out of date and lacking clear direction in a number of areas.

The tables below (see Tables 4 and 5) summarise the performance of the current growth strategy as set out in the MSS against the desirable characteristics of successful growth strategies as set out in section 3 and table 5 summarises the extent to which the city has recognised the important contemporary issues and has a strategy basis to contribute toward formulation of an integrated growth strategy.

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Comment</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Context</td>
<td>Information in relation to the Wodonga context needs to be reviewed and updated</td>
<td>✗</td>
</tr>
<tr>
<td>Strategic Basis</td>
<td>The strategic basis for key directions requires refinement and clarification particularly with respect to the retail hierarchy and the primacy of the CBA</td>
<td>✗</td>
</tr>
<tr>
<td>Integrated</td>
<td>The current strategy as set out in the MSS is scattered throughout the document and there is little integration across the various functions of the council</td>
<td>✗</td>
</tr>
<tr>
<td>Focus on structural conditions</td>
<td>While there is some focus on structural conditions matters of detail are causing the focus to become diluted and distracted</td>
<td>✗</td>
</tr>
<tr>
<td>Vision</td>
<td>The vision for Wodonga is clearly expressed in terms of overall goal the vision statement may however, benefit from inclusion of objectives or components of the vision in relation to the key structural elements</td>
<td>✗</td>
</tr>
<tr>
<td>Unambiguous</td>
<td>As identified in this review and in the WPSRR there are significant areas of ambiguity in the MSS</td>
<td>✗</td>
</tr>
<tr>
<td>Direction</td>
<td>While general direction is provided in relation to the ultimate extent of growth little direction is provided in relation to staging and relative priorities</td>
<td>✗</td>
</tr>
<tr>
<td>Timeframe</td>
<td>The existing framework includes conflicting references and strategies in relation to timing of delivery particularly in relation to activity centres and release of land within the Leneva Valley</td>
<td>✗</td>
</tr>
<tr>
<td>Prioritize</td>
<td>A review of infrastructure priorities is required for the CBA and the planned growth areas</td>
<td>✗</td>
</tr>
<tr>
<td>Support</td>
<td>The general intent to pursue development in the Leneva Valley appears to be well understood however, there is uncertainty regarding timing of release and position with regard to delivery of activity centres</td>
<td>✓</td>
</tr>
<tr>
<td>Certainty</td>
<td>Certainty is provided in terms of long term growth directions however, there is little certainty in terms of land release or timing for delivery of activity centres</td>
<td>✗</td>
</tr>
<tr>
<td>Marketing</td>
<td>The format of the current growth strategy is not suitable for use as a marketing tool in terms of content and format</td>
<td>✗</td>
</tr>
<tr>
<td>Management of Population Growth</td>
<td>The current growth strategy focuses on the desire to direct growth into the Leneva Valley however, there are currently approximately 30 active growth fronts that have considerable available land supply - information is available regarding the location and capacity of these growth fronts and strategies can be developed to manage this growth and prioritize infrastructure provision. Planning for the Leneva Valley is yet to be formalised through a structure planning process - the Wodonga Growth Strategy is well positioned to provide necessary direction regarding management of growth directions and timing of delivery</td>
<td>✓</td>
</tr>
<tr>
<td>Revitalisation and Diversification of central business areas</td>
<td>Revitalisation of the CBA is a strategic issue that has been well recognised and partially implemented by the city. There are numerous strategies and other investigations that can be used to support preparation of the growth strategy and there is a desire to prepare the central business area 2020 Vision and Strategic Action Plan. A confirmed activity centres framework is required for the Leneva Valley to ensure that the CBA remains it primacy and ongoing viability particularly within the context of partially implemented projects such as the revitalisation of High Street. Information gathered during this process can inform preparation of the growth strategy with regard to lot supply in the growth areas and the relative attractiveness of the CBA and surrounds for housing intensification</td>
<td>✓</td>
</tr>
<tr>
<td>Changing Demographic Profile and Housing Needs</td>
<td>The city has access to Victoria In Future and I.d small area forecasts and other statistical information regarding the composition of the growth areas that has been gathered through this process. This information can be used to support preparation of the growth strategy</td>
<td>✓</td>
</tr>
<tr>
<td>Movement Options and Over Reliance on Car Based Transport</td>
<td>A draft integrated transport strategy has recently been prepared. This draft strategy can be complemented via reference to other transport strategies that are relevant to the city and further emphasis can be placed on other modes of transport including walking and cycling and public transport during formulation of the growth strategy</td>
<td>✓</td>
</tr>
<tr>
<td>Rising Obesity, other Health Concerns and Well Being</td>
<td>Rising obesity and other health concerns including general well being have been recognised in the Council Plan 2013/14 - 2016/17. Increased emphasis can be placed on these issues in formulation of the growth strategy</td>
<td>✓</td>
</tr>
<tr>
<td>Climate Change and Risk of Flood and Fire</td>
<td>The city has recognised the need to plan for its waterways in a more comprehensive way particularly within the future growth areas. There is however, an absence of strategic response to the risk of bushfire within the growth areas and beyond</td>
<td>✓</td>
</tr>
<tr>
<td>Affordability and Diversity of Housing Options and Locations</td>
<td>The city has long recognised the need to deliver affordable land supply to remain competitive with Albury and other regional cities. Information that has been gathered during this process establishes a measure of affordability on a comparative basis with other regional cities and can be used as a basis to assess the impact of possible infrastructure charges</td>
<td>✓</td>
</tr>
<tr>
<td>Composition of Neighbourhoods</td>
<td>Adoption of new urbanist design philosophies as an important element in planning for growth in the Leneva Valley. The new urbanist philosophy places considerable importance on establishment of neighbourhoods as the fundamental building block. What will be required however, is for the growth strategy to define infrastructure provision and other strategies that support delivery of identifiable neighbourhoods</td>
<td>✓</td>
</tr>
<tr>
<td>Urban Design and the Importance of Place</td>
<td>The current growth strategy recognises the importance of good urban design and recommends that urban design be elevated in status over engineering and other considerations that can influence the appearance and functionality of urban environments. This general recognition can be strengthened in preparation of the growth strategy however, recognition of the existing landform and other features may be required to balance the approach and to assist in delivery of a positive sense of place and further direction will be required with regard to tangible design requirements</td>
<td>✓</td>
</tr>
<tr>
<td>Contemporary Planning and Development Issues</td>
<td>Comment</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>---------</td>
<td></td>
</tr>
<tr>
<td><strong>Activity Centres and Job Creation</strong></td>
<td>The current MSS recognises the need to protect the primacy of the CBA and there are numerous activity centre and related strategies or site specific investigations that have been prepared. These strategies can be used to support preparation of an activity centres hierarchy that can be expressed in the growth strategy however, it is noted that urgent direction is required regarding the location, timing and scale of planned centres in the Leneva Valley</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Infrastructure Planning, Funding and Delivery</strong></td>
<td>While the council has recognised the need to adopt a strategy with regard to infrastructure funding and draft investigations have been completed to support introduction of development contributions plans to date all contributions have been levied via S.173 Agreements. The S.173 Agreements are site specific and lack consistency in charge levels and items. The city is however, well positioned to establish a framework for land that is not subject of existing S.173 Agreements following release of the Standard Development Contributions Advisory Committee Report and the intention of Government to have the new system operational by mid 2015.</td>
<td>✗</td>
</tr>
<tr>
<td><strong>Open Space Planning and Management</strong></td>
<td>A draft open space strategy has been prepared and there are various draft investigations that have been completed in relation to the existing and future WREN land. This information, in addition to information that has been gathered during these investigations, can be used to assist in formulation of the growth strategy. the council has also set a strategic direction in relation to the Baranduda Fields land.</td>
<td>✓</td>
</tr>
</tbody>
</table>

In moving beyond the current strategy as set out in the MSS, it is apparent that the city of Wodonga has recognised a broad range of the important contemporary issues in a range of strategies and policies - a significant number of which have only reached draft stage.

While these strategies appear to have been prepared in a somewhat isolated fashion, it is the general finding of this audit that the city is well placed to bring the relevant strategies and other documents together and deliver an integrated growth strategy.

It is very important however, that the Wodonga Growth Strategy remains focussed on growth issues and does not become burdened with an expectation that it will incorporate analysis and responses to other issues that might reasonably be included in a whole of municipality strategic plan for example.

Preparation of the growth strategy then has the prospect of further support that can be achieved via implementation of the key priorities that are contained in the current the Council Plan and the WPSRR including a general review of the MSS and Planning Scheme.

In order to be successful however, the growth strategy and other strategies will need to have ownership, understanding and relevance across a range of the council functions.
Audit of Supporting Information

The purpose of this section is to provide an audit of the documents that support the current growth strategy. Given the volume of reports that have been prepared, Mesh have divided the reports into four categories including economic, open space and environment, social infrastructure, and physical infrastructure and services. For each category, Mesh have listed the particular reports reviewed, provided a brief summary of the intent of the reports and identified key gaps and recommended next steps to address the information gaps identified.

Economic

Documents Reviewed

- Draft Activity Centre Strategy Review Submissions Summary and Response, Urban Enterprise, 2014
- Economic Indicator Reports, City of Wodonga
- Economic Options Report, Nous Group, 2013
- Junction Place, Wodonga Commercial Options and Strategy, Urbis, 2012
- Wodonga Activity Centre Review, Urban Enterprise, Draft 2012
- Wodonga CBA Base Information Analysis and Gap Analysis, The People for Places and Spaces, 2012
- Wodonga CBA city Heart Revitalisation Plan, City of Wodonga, Draft, 2014
- Wodonga Town Centre Project Commerciality and Implementation Assessment, Business Case, Biruu, 2012

Overview

The City of Wodonga has prepared and commissioned a wide range of reports regarding the central business area (CBA), activity centres and employment generally.

CBA

The City of Wodonga recognized several years ago that they needed to focus on the future role of the CBA to ensure that it would transition from a traditional central business district into a modern mixed-use centre. This is not an easy transition to plan for and implement. The City of Wodonga and Places Victoria (who own Junction Place) have commissioned many reports over the years. While Junction Place is currently being developed, several other key development sites have arisen including Manns Central which was anticipated to include a sub-regional shopping centre of approximately 25,000m² leaseable area, and CBD West.
In 2012, the council commissioned an audit of all CBA studies to identify key documents as opposed to background documents that had become outdated and ascertain current information gaps. The gaps identified in the report included:

- A full economic analysis of the potential of the entire CBA;
- An analysis of the property economic fundamentals of the CBA, which would include an analysis of the potential of affordable residential living in the CBA;
- A full CBA business and property owners survey; and,
- Urban design - following from the adopted Wodonga central business area Structure Plan adopted by the council. (The People for Places and Spaces, 2012: 5).

In summary, the Wodonga CBA has lacked a clear development strategy which when combined with a pro-development the council has resulted in “haphazard and somewhat disparate development in central Wodonga” (Urbis, 2012:9).

Since the completion of this gaps analysis the council has been preparing several reports to address the gaps identified above. In 2014, the council have prepared a draft CBA city Heart Revitalisation Plan which provides a new urban design framework for the CBA that “is designed to reinforce the importance of the CBA as greater Wodonga’s primary activity centre, where the most intensive economic and social and cultural activities will take place” (City of Wodonga, 2014: 13). A survey of CBA businesses and property owners was undertaken in 2013 and the findings incorporated into the Revitalisation Plan.

However, the two first key gaps identified in 2012 regarding a lack of a full economic analysis of the potential of the entire CBA and analysis of the property economics including the ability to provide affordable residential housing has yet to be addressed. Furthermore, while the council have prepared an urban design framework for the CBA there is no current overall land use framework plan for the CBA.

Activity Centre Planning

A number of reports regarding the Wodonga activity centre strategy have been completed in the last decade, with the most recent draft report completed in 2012 by Urban Enterprise. Urban Enterprise were engaged to undertake a high level assessment of the existing activity centre hierarchy of Wodonga, and to recommend the most appropriate future hierarchy including the role and indicative size of activity centres.

Urban Enterprises review examined the previous retail reports completed by MacroPlan (2007), CBRE (2010) and Pitney Bowes (2010). While the previous reports differed slightly in their findings, collectively they recommended that between 68% and 78% of retail floorspace in the municipality should be located within the CBA, reinforcing the role of the CBA as the principal activity centre. The calculations contained in Urban Enterprises’ review comprised “a high level assessment of retail demand and supply using existing data where available and do not constitute a full retail assessment based on first principles” (Urban Enterprise, 2012:5). Refer to figures 9 and 10 overleaf for current and proposed retail hierarchies.

Following an informal exhibition of the draft Leneva-Baranduda Growth Area Framework Plan Urban Enterprise provided a response in June 2014 to a series of questions raised in submissions to the council regarding the activity centres proposed. In summary, Urban Enterprise concluded that it would be “premature for the Draft Review to be updated prior to the completion of the Growth Strategy. The Growth Strategy will provide guidance on the location, timing and staging of residential development in Leneva and other areas – this is critical information to inform a more detailed and current assessment of retail demand over time in the city.” (Urban Enterprise, 2014:8). Therefore, Mesh anticipate that the required detailed retail assessment will be undertaken following completion of the Growth Strategy.

If the council wish to secure the role of the CBA as the primary activity centre within Wodonga Council must actively consider the future role and size of future centres such as that to service the Leneva Baranduda growth corridor.

Gaps Identified:

1. Absence of an expert report undertaking a full economic analysis of the CBA to identify its potential and ability to provide affordable residential housing.
2. Lack of a municipal activity centre strategy that:
   a. Analyses the existing activity centre hierarchy and identify local catchments and capacity.
   b. Examines the activity centre network in terms of distribution, type and size, and
c. Determines future demand to meet the projected population growth in light of capacity of existing facilities.
3. Lack of a clear land use framework/structure plan for the CBA.
4. Lack of identification of key infrastructure required to achieve a “prosperous regional city, alive with opportunity and thriving on growth and investment”.
5. Lack of prioritisation of key infrastructure required.
6. Absence of clear precinct and municipal wide funding strategies.
Figure 10
Next Steps/Directions:

1. Identify in map form the location and size of the existing activity centres.
2. the council to consider commissioning a study to determine a clear activity centre hierarchy for the municipality including floorspace allocation to secure the future viability and role of the CBA as the primary activity centre following completion of the Growth Strategy.
3. the council to consider preparing a land use framework plan/structure plan for the CBA following completion of the Growth Strategy and future activity centre strategy.
4. Identifying key infrastructure required to deliver the key objectives.

Table 6: city of Wodonga proposed classification of public open space areas.

<table>
<thead>
<tr>
<th>Open Space Classification</th>
<th>Area (ha)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Open Space</td>
<td>10.63</td>
</tr>
<tr>
<td>Community Open Space</td>
<td>137.4</td>
</tr>
<tr>
<td>District Open Space</td>
<td>270</td>
</tr>
<tr>
<td>Regional Open Space</td>
<td>42.6</td>
</tr>
<tr>
<td>Natural Conservation Areas</td>
<td>2195.1</td>
</tr>
<tr>
<td>Special Purpose Open Space</td>
<td>154</td>
</tr>
<tr>
<td>Residual Land</td>
<td>119.5</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2929.33</strong></td>
</tr>
</tbody>
</table>

Source: Public Open Space Strategy (2013), city of Wodonga

5.2
Open Space and Environment

Documents Reviewed

- Environmental Lands Review, Johnsons MME, 2014
- Leneva Baranduda NVPP (2013)
- Public Open Space Strategy, city of Wodonga, 2013
- Wodonga Retained Environment Network (WREN), Albury Wodonga Corporation and city of Wodonga, 2007

Overview

The city of Wodonga currently has over 3,600 hectares of open space for both recreation and conservation reserves.

The Albury-Wodonga Development Corporation (AWDC) in particular has greatly influenced the current open space network. Since 2007-08 the AWDC has progressively transferred 478 hectares of environmental land accompanied with money for funding future maintenance of these areas. In addition, the AWDC transferred 1,720 hectares (1,379ha to the Victorian Government and 341ha to Wodonga city the council) for regional parklands.

Prior to the completion of the municipal Open Space Strategy (2012/3) different approaches were adopted for planning for active recreation compared with passive (unorganised) functions. On the one hand, organised sporting requirements were largely based on the needs of existing sporting clubs and availability of larger public open space areas. Whereas, the provision of passive open space was more ad hoc as it was provided as a result of subdivision of residential land in the absence of an overall municipal strategy which lead to “inconsistent provision, distribution (gaps and overlaps) and development (infrastructure and facilities) of public open space” (Wodonga Open Space Strategy, 2013:6).

Figure 12 illustrates the current distribution of open space across the city.

Key challenges facing the future planning and management of the Wodonga open space network include:-

- balancing the provision of structured/organised and unstructured/informal recreation;
- ensuring all residents can access the open space network;
- delivering a well diverse, well located and interconnected open space network;
- identifying future open space requirements;
- accommodating local variations;
• balancing environmental conservation and active recreation; and,
• ensuring the funding for future open space purchases and embellishment.

The Open Space Strategy has reviewed all open space and introduced a classification system whereby the various types of open space are divided into seven different categories. This classification system has audited the existing open space areas by role, size, siting, quantity and catchment area. Table 6 shows the current distribution of open space under the council’s new classification system.

The Open Space Strategy prepared by the city of Wodonga actively seeks to “create a network of resource efficient quality public open space across the city that will satisfy current and future needs in an adequate and sustainable manner”. As part of the preparation and completion of the Wodonga Growth Strategy Mesh seeks to assist the council in achieving this outcome through the provision of high quality mapping, analysis of the existing open space network as well as identifying future open space to meet the needs of the growing city.

Environmental Lands

Wodonga Council manages over 2,000 hectares of environmental lands which can be broadly categorised as Hillside lands, land acquired under the Wodonga NVPP and offset lands, refer to Figure 12 to the right.

The hillside lands were acquired by the AWDC in the 1970s to protect the landscape. In the year 2000, 1,600 hectares of hillside land was transferred to the council to be retained for community benefit and conservation.

In 2006/7 the AWDC, Department of Sustainability and Environment and the city of Wodonga prepared the Wodonga Retained Environment Network (WREN) Strategy. This strategy was somewhat of a pilot Victorian project which set out to identify and apply methods to protect the native vegetation within a future urban growth corridor. What is remarkable is that this occurred prior to the zoning of the land for urban development.

The WREN (now referred to as the Native Vegetation and Precinct plan (NVPP)), covered an area south of Wodonga known as the Leneva Baranduda growth corridor, illustrated in Figure 11.

The NVPP covered three main ownership groups including the Department of Defence, the Corporation (majority land owner) and 30 private land owners.

Under the NVPP the AWDC transferred 478 hectares of land to Wodonga Council along with funds to manage these areas. However, the NVPP land identified areas that are currently held in public ownership.

In additional to the hilltops and NVPP land transferred to the council from the AWDC, the council also has approximately 21 Vegetation Offset Management Plans (VOMP), covering around 70 hectares, in place in accordance with Victorian legislation.

The preparation and implementation of the NVPP, accompanied by securing several important hilltops and regional parks has secured an impressive range of environmental land that secures significant landscapes and important habitats that will benefit the future residents of Wodonga. Given the extent of environmental lands council is currently managing in perpetuity, an independent assessment prepared by Johnson MME (2012) recommends that the council...
prepare a strategic plan setting outs its objectives in respect of the environmental lands in addition to recognising significant financial liabilities associated with the VOMP agreements and undertaking financial projections of its long terms funding obligations under both the NVPP and VOMPs.

In terms of planning for the Leneva Valley it will be important to define passive and active open space requirements in order to guide the subsequent stages of the planning process including preparation of a Precinct Structure Plan/s. In this context it will be important to have regard to the role and possible uses of the NVPP land and also the role of Baranduda Fields.

Gaps Identified:
1. Need to analyse the council’s open space classification of open spaces to determine the local catchments and supply.
2. Need to examine open space network distribution, type and size and identify areas lacking accessible/usable open space.
3. Need to assess future demand to meet the projected population growth and capacity of existing facilities.
4. Absence of a clear funding strategy to secure future unencumbered open space purchases.
5. Lack of overall environmental strategic plan setting out the council’s objectives in taking possession of environmental lands.
7. Need to assess the significant liabilities associated with Vegetation Offset Management Plans (VOMP), particularly where many are underfunded, and project long terms funding obligations under the NVPP and VOMPs.
8. Passive and active open space provision requirements for the Leneva Valley.

Next Steps/Directons:
1. Identify in map form the current catchments serviced by the existing passive and active open space areas.
2. Identify areas lacking open space and those with an over provision.
3. Identify community needs for additional open space and identify the type and location (ASR).
4. Identify trends in sporting participation and future demand for different types of open space (ASR).
5. Identify planning mechanisms required to secure future open space of the right size, location and quality.
6. Identify potential funding mechanism to fund the purchase of additional open space areas.
7. the council to prepare a strategic plan setting out the council’s objectives to manage its environmental lands.
8. the council to determine liabilities associated underfunded VOMP agreements and project future financial obligations under the NVPP and VOMPs.
9. Determine open space (passive and active) provision standards and requirements for the Leneva Valley.
Figure 14: Current NVPP Funding Status

Legend
- Road
- Unfunded WREN Land
- Funded WREN land
5.3
Community Infrastructure

Documents Reviewed
- Cultural Services Plan 2012-2017
- Municipal Wide Infrastructure Redevelopment Plan, 2009
- Neighbourhood Houses and Community Centres Strategy 2010 - 2014
- Playground Map, city of Wodonga, 2010
- Playground Strategy, city of Wodonga, 2010
- Play Environments in Wodonga, Jeavons Landscape Architects, Draft, 2014
- Physical Activity Strategy, city of Wodonga, Draft, 2014
- Sport and Recreation Plan, city of Wodonga, Draft, 2014
- Youth Strategy 2010 - 2014

Overview

The city of Wodonga has prepared and commissioned a wide range of reports regarding community infrastructure. Many of the more recent reports are taking a municipal approach to planning for the current and future needs of their communities. Given the Wodonga Community Infrastructure Assessment Stage 1: Audit Report prepared by ASR Research, 2014, contains a detailed audit of all social infrastructure strategies this section provides a brief summary of the key reports.

Recreation

Draft Sport and Recreation Plan (2014) outlines a detailed strategy to meet current and future needs. This document is important as it outlines a proposed recreation facilities hierarchy and standards for existing and planned facilities. These should be acknowledged within the Wodonga Growth Strategy and potentially be used as the basis of facility costings underpinning future development contribution agreements.

City of Wodonga Playground Strategy (2010) outlines a playground / playspace hierarchy and classification system and provision standards. This Strategy also identifies proposed measures for existing playground facilities within the municipality. In addition, the council has commissioned a recently completed draft Play Environments Report (2014) which appears to build on the earlier 2010 work the seeks to implement a municipal play strategy to improve the quality and diversity of outdoor play opportunities in Wodonga’s public parks.

The principle of improving the health of their local communities has been embraced by Wodonga and they have recently completed a draft Physical Activity Strategy (2014) which supports physical activity as part of everyday living. This document seeks to integrate the objectives of multiple strategies across various the council departments to increase resident participation in activity (informal and formal).
5.4 Social Infrastructure

A number of reports in relation to social infrastructure have been prepared including the Neighbourhood Houses and Community Centres Strategy 2010 – 2014 which outlines the priority actions that the council will undertake in collaboration with the sector to enhance our joint capacity to deliver community services into the future. In addition, the council have prepared a Youth Strategy 2010 – 2014, and the Municipal Wide Infrastructure Redevelopment Plan (2009) which outlines a strategy for the provision of new and redeveloped early years sites in locations across the municipality.

The council have also prepared a Cultural Services Plan 2012 – 2017 and a draft Library strategy for the municipality. Collectively these strategies contain a valuable amount of information about the facilities currently available and the council’s policy directions for the future, the Wodonga Growth Strategy will need to have regard to these strategies and provide further guidance in relation to the location and type of social infrastructure that will be required in the future.

Gaps Identified:

1. Lack of analysis of existing social infrastructure to determine the local catchments and capacity.
2. Require examination of social infrastructure network in terms of distribution, type and size.
3. Must determine future demand to meet the projected population growth in light of capacity of existing facilities.
4. Lack of a clear funding strategy to deliver key social infrastructure.

Next Steps/Directions:

1. Identify in map form the location and type of social infrastructure.
2. Identify benchmark provision ratios for social infrastructure.
3. Quantify the capacity of existing facilities, identifying facilities with existing capacity and those over utilised.
4. Identify trends in sporting participation and future demand for different types of open space (ASR).
5. Identify planning mechanisms required to secure future community infrastructure of in the right location.
6. Identify potential funding mechanism to fund the purchase of land and construction of necessary community infrastructure required.

5.5 Physical Infrastructure and Services

The following summary has been prepared by Alluvium:

North East Water

North East Water have prepared a base case servicing strategy for the Wodonga and the Leneva Growth Corridor summarising estimated demand for potable water, wastewater services and stormwater management out to 2015-60.

A range of alternative options are being developed for comparison against the base case. This work is being sponsored by the Office of Living Victoria (OLV). This work is not complete and will be proposing different configurations for development, that will result in the council’s drainage strategy being superseeded.

The following information has largely been drawn from the "Base case for servicing Wodonga and the Leneva Growth Corridor" (North East Water, September 2014).

Leneva Growth Corridor

Leneva is a 19km2 area that will service medium to long-term residential land requirements for Wodonga for approximately the next 40 years. The base case anticipates 33,612 additional lots by 2060. This equates to 47,000 to 52,000 people depending on the estimate adopted:

- City of Wodonga (2.55 persons/lot) = 52,509 persons
- NEW (2.285 persons/lot) = 47,053 persons
- The Hume Regional Growth Plan (2014) predicts 48,400 persons in Wodonga by 2031.

Water

North East Water extracts water from Wodonga Creek at a maximum rate of 71 ML/day. This water is transferred 3.5km via five pumps to a 32 ML raw water storage for treatment at the Wodonga water treatment plant (WTP). From there it is transferred to one of storages for distribution to residents.
Should the maximum rate of extraction need to be increased, an amendment under the Section 44 of the Water Act will be required.

North East Water is able to supply the Wodonga system with a minimum of 2,541 ML/year in a severe drought, based on 2010/11 demand. This represents less than 30% of the Bulk Entitlement available to the Wodonga system. This means that many previously proposed alternative supply options (e.g. recycled water) “can be deferred or are no longer required over the planning horizon”.

A summary of projected water demands for the broader Wodonga system and the Leneva development are provided in Table 7 and Table 8 below. It is interesting to note the open space demand as this could potentially be met by alternative sources like stormwater harvesting if this was appropriate and feasible.

**Table 7: Leneva Growth Corridor demands**

<table>
<thead>
<tr>
<th>Year</th>
<th>Wodonga system demand (ML/year)</th>
<th>Peak day demand (kL/lot/day)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>5,448</td>
<td>2.4</td>
</tr>
<tr>
<td>2060</td>
<td>7,135</td>
<td>2.2</td>
</tr>
</tbody>
</table>

*Peak demand is average daily demand multiplied by 4 (2015: 2.4, decreasing to 2.2 in 2060)

**Leneva Growth Corridor:** NEW anticipate 14,120 new water connections in Leneva creating a peak day demand of 35 ML/day.

**Table 8: Leneva Growth Corridor demands**

<table>
<thead>
<tr>
<th>Year</th>
<th>Residential demand (ML/year)</th>
<th>Open space demand (ML/year)</th>
<th>Total (ML/year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>24</td>
<td>0</td>
<td>24</td>
</tr>
<tr>
<td>2060</td>
<td>2,824</td>
<td>35*</td>
<td>2,859</td>
</tr>
</tbody>
</table>

*L.11ha @ 3ML/ha/year

A summary of planned water infrastructure upgrades is provided in Table 9 below.
### Water infrastructure upgrade summary

Table 9: Anticipated water infrastructure upgrades

<table>
<thead>
<tr>
<th>Year</th>
<th>Water treatment plant</th>
<th>Pumps</th>
<th>Raw (untreated) and potable water storages</th>
<th>Rising mains</th>
<th>Distribution mains</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>70 ML/day current capacity</td>
<td>Upgrade the High Level pump capacity to 300 L/s with an additional standby pump</td>
<td>Add an additional DN450 to join the existing DN450 to accommodate increased High Level system pumped flows</td>
<td></td>
<td>547m of DN225</td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td>Upgrade the Bandiana pump capacity to 300 L/s with an additional standby pump</td>
<td>Upgrade existing DN300 to DN450 to accommodate increased Bandiana pumped flows</td>
<td></td>
<td>4643m of DN150 / 7402m of DN225 / 2147m of DN300 / 219m of DN375</td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td>Two new pumps with a combined capacity of 700l/s to extract water from Wodonga Creek.</td>
<td>35ML raw water storage at the Wodonga WTP 10 ML potable water storage (next to existing Baranduda 10 ML Tank)</td>
<td></td>
<td>6440m of DN150 / 2347m of DN225 / 307m of DN300 / 876m of DN375 / 1095m of DN600 / 4462m of DN650</td>
</tr>
<tr>
<td>2030</td>
<td>Upgrade to 80 ML/day</td>
<td></td>
<td>DN300 diameter suction pipe from Wodonga Creek replaced with a DN711 diameter pipe</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2040</td>
<td></td>
<td>Upgrade the High Level pump capacity to 400 L/s with an additional standby pump</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2045</td>
<td>Upgrade to 100 ML/day (with two 10ML/day cells)</td>
<td>Upgrade the Bandiana pump capacity to 400 L/s with an additional standby pump</td>
<td>3.7km of DN450 with booster chlorine to transfer water to Leneva storages (Baranduda) 2 x 12 ML potable water storages in Leneva</td>
<td></td>
<td>6173m of DN150 / 1708m of DN225 / 3855m of DN300 / 1051m of DN375</td>
</tr>
<tr>
<td>2052</td>
<td></td>
<td></td>
<td>2.8km of DN450 with booster chlorine to transfer water to Leneva storages (Wodonga Centre)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(mesh)
Wastewater

There are 340 km of sewerage reticulation within the Wodonga system, with the main wastewater treatment plant (WWTP) located in West Wodonga. There is a second treatment plant at Baranduda. There are six residential sewage catchments, four industrial catchments and seven major trade waste customers. It is estimated that on average each lot produces 509 L/day of wastewater.

The current capacity of the West Wodonga WWTP is:

- A maximum average day flow (ADF) of 18 ML/day, and
- A maximum peak day flow (PDF) = 50 ML/day.

The estimated peak and average inflows into West Wodonga WWTP are summarised in Table 10.

<table>
<thead>
<tr>
<th>Year</th>
<th>PWWF (ML/day)</th>
<th>Average flow (ML/day)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2030</td>
<td>44.5</td>
<td>13.6</td>
</tr>
<tr>
<td>2045</td>
<td>50.2</td>
<td>15.0</td>
</tr>
<tr>
<td>2060</td>
<td>59.3</td>
<td>17.3</td>
</tr>
</tbody>
</table>

The Baranduda WWTP receives domestic wastewater from Baranduda, Kiewa, Tangambalanga, Bandiana, Kilara and Bonegilla. Treated wastewater from Baranduda is pumped 3.9km via a DN250 rising main to Middle Creek pump station. It is then pumped another 3.2 km via a DN250 rising main to the edge of the Wodonga gravity sewerage network and onto the West Wodonga WWTP.

Based on these estimates, North East Water propose the following sewerage system upgrades.

A range of collection system upgrades have been proposed based on anticipated capacity limitations. No timing has been assigned to these, with the validity of all upgrades yet to be confirmed by NEW operations staff. For that reason they have not been included below.
<table>
<thead>
<tr>
<th>Year</th>
<th>Wodonga WWTP</th>
<th>Baranduda WWTP</th>
<th>Sewage pump stations</th>
<th>Rising mains</th>
<th>Gravity mains</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>50 ML/day current capacity</td>
<td></td>
<td>Current capacity: No. 1 pump station = 320 l/s Middle Creek (toward House Creek sewers) = 36 l/s Middle Creek (toward Baranduda WWTP) = 0 l/s</td>
<td>From Middle Creek PS to manhole GID158755: Add 3.18km of DN375 rising main to existing DN250</td>
<td>From MH GID 158755 to Warrina Court MH GID 154991: Add 3km of DN375</td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td>Baranduda WWTP pump station upgrade from 40 l/s to 85 l/s</td>
<td>Middle Creek (toward House Creek sewers) Pump Station upgraded to 120 l/s</td>
<td>From Middle Creek PS to Baranduda WWTP: Add 4km of DN?? rising main to existing DN250</td>
<td>Downstream of No. 2 pump station (from MH GID 158049 to MH GID 157897): 995m of DN375</td>
</tr>
<tr>
<td>2025</td>
<td></td>
<td></td>
<td>No. 1 pump station upgraded to 440 l/s</td>
<td>Rising main from No. 1 Pump Station: Add 494m of DN375</td>
<td></td>
</tr>
<tr>
<td>2028</td>
<td></td>
<td></td>
<td>Middle Creek (toward House Creek sewers) Pump Station upgraded to 165 l/s</td>
<td></td>
<td>67m of DN450</td>
</tr>
<tr>
<td>2030</td>
<td></td>
<td></td>
<td>Middle Creek (toward Baranduda WWTP) Pump Station upgraded to 165 l/s</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2042</td>
<td></td>
<td></td>
<td>No. 1 pump station upgraded to 520 l/s</td>
<td></td>
<td>3.3km of DN450 &quot;conveyance sewer&quot;</td>
</tr>
</tbody>
</table>
City of Wodonga - Leneva Valley Drainage Strategy (2010)

The city of Wodonga’s Leneva Valley Drainage Strategy anticipates a population of 30,000. Leneva is within the Middle Creek catchment (a tributary of the Kiewa River) with development to be concentrated between the Beechworth Wodonga Road and the Kiewa Valley Highway.

Leneva WOWC management plan – OLV submission

North East Water has completed a submission to the Office of Living Victoria to consider the whole of water cycle (WOWC) opportunities that might be available focusing on the Leneva development. It is our understanding that funding has been awarded for that project and that work is commencing.

From the perspective of our work it is understood that the precinct plans that the 2010 drainage strategy are based on will change, and therefore the conclusions of the 2010 drainage strategy are likely to be superseded.

On that basis some of the key outcomes of the 2010 strategy have been summarised below however, a caveat that these conclusions change with the OLV work is retained.

Leneva Valley Drainage Strategy summary

The Middle Creek catchment represents the main catchment for Leneva Valley. The N1 sub-catchment is the largest sub-catchment within Middle Creek at 755ha.

Some of the reports key conclusions include:

- 1 in 100 year ARI peak design flows will not increase as a result of future development because the upper rural catchment generates a peak that exceeds that of the proposed urban catchment.
- 1 in 5 year ARI peak design flows will increase as a result of future development (the lower urban catchment generates a peak that exceeds the upstream rural catchment for these events).
- Peak design flows in local tributaries are likely to increase significantly as a result of urbanisation.
- Longer durations (e.g. 3 hours) don’t exhibit and increase in peak flows due to huge differential between Middle Creek catchment area (74.5 km² with a time of concentration of 4 hours) and Kiewa River catchment (1,650 km² with a time of concentration of 12 hours). The N1 catchment will be significantly impacted based on 90% of the catchment being proposed for development.

Little to no benefit could be identified from establishing retarding storages downstream of development areas for larger storm events given the minimal effect in reducing peak flows and the degraded receiving waterway values. Minor flood events (< 5 year ARI) with appropriate management were seen to be unlikely to affect flooding potential, waterway stability and habitat.

Waterway improvement measures: In Middle Creek recommendations include limiting stock access to waterways, eradicating pest fauna, removing undesirable exotic vegetation and reintroducing native species. These recommendations are consistent with the Wodonga Retained Environmental Network (WREN) report.

The N1 tributary is experiencing rapid bed and bank erosion requiring the introduction of bed grade control and bank stability measures.
WREN Report: this report proposes retaining 1,400 of the 3,800 ha that the WREN study area covers including the Leneva Valley, corridors along Middle Creek and its tributaries. The report notes that vegetation along waterways within the Middle Creek catchment is in a “highly degraded condition”. However preserving these areas won’t reduce developable area significantly (as they’re within the floodplain) and may provide an opportunity to improve environmental values. 50m waterway widths are recommended.

Summary
Upon review of the numerous documents that have been prepared in recent years Mesh, with the assistance of Alluvium, has identified the following key gaps that will be required to be addressed as part of the Growth Strategy or following completion of the Strategy.

Key gaps identified include:

1. Absence of an expert report undertaking a full economic analysis of the CBA to identify its potential and ability to provide affordable residential housing.
2. Lack of a municipal activity centre strategy that:
   a. Analyses the existing activity centre hierarchy and identify local catchments and capacity,
   b. Examines the activity centre network in terms of distribution, type and size, and
c. Determines future demand to meet the projected population growth in light of capacity of existing facilities.
3. Lack of a clear land use framework/structure plan for the CBA.
4. Lack of identification of key infrastructure required to achieve a “prosperous regional city, alive with opportunity and thriving on growth and investment”.
5. Absence of clear prioritised precinct and municipal wide funding strategy.
6. Need to analyse the council’s open space classification of open spaces to determine the local catchments and supply.
7. The open space network distribution, type and size and identify areas lacking accessible/usable open space requires examination.
8. Future demand to meet the projected population growth and capacity of existing facilities needs to be assessed.
9. Absence of a clear funding strategy to secure future unencumbered open space purchases.
10. Lack of overall environmental strategic plan setting out the council’s objectives in taking possession of environmental lands.
11. Lack of a formal risk and opportunity management review of existing and future environmental lands.
12. Need to assess the significant liabilities associated with Vegetation Offset Management Plans (VOMP), particularly where many are underfunded, and project long terms funding obligations under WREN and VOMPs.
13. Lack of analysis of existing social infrastructure to determine the local catchments and capacity.
14. Require examination of social infrastructure network in terms of distribution, type and size.
15. Must determine future demand to meet the projected population growth in light of capacity of existing facilities.
16. Lack of a clear funding strategy to deliver key social infrastructure.

Stormwater quality and reuse
The strategy proposes an “integrated and distributed approach” to stormwater quality management i.e. a combination of sub-catchment scale wetlands and street or park scale water sensitive urban design (WSUD). However, identification or sizing of specific WSUD or stormwater treatment assets (including wetlands) is outside the scope of the drainage strategy.

Some opportunities for the location of wetlands and stormwater harvesting sites were identified however, (see Figure 7.3, 7.4, 8.1 and 8.2). For example, five potential stormwater retention and reuse locations were identified in catchment N1 and N2. In N2 catchment the abandoned Streets lagoon (2 ha) is a potential wetland site draining 50 ha of catchment

Stormwater reuse opportunities will be based around smaller urbanised tributary catchments.
5.6 the council’s Response to Key Policy Gaps and Priorities

While the audit of the current planning scheme and the planning scheme review has identified a number of gaps, it is important to highlight that the council has adopted a pro-active approach and has initiated and/or completed a number of very important projects including preparation of the Wodonga Growth Strategy.

A summary of these investigations is provided in the opposite figure. These investigations are significant and will be very valuable inputs toward completion of the Wodonga Growth Strategy and a future review of the Wodonga Planning Scheme.
Plan Melbourne

In May 2014 the State Government released Plan Melbourne. Plan Melbourne is a metropolitan planning strategy that guides and directs the way a city is planned, grows and changes over time. It’s the central document to steer a city’s progression and to ensure that while a city grows, its best features are also protected and enhanced.

Plan Melbourne’s vision: **Melbourne will be a global city of opportunity and choice.**

This will be achieved by:

- Protecting the suburbs;
- Developing in defined areas near services and infrastructure;
- Creating a clear and simpler planning system with improved decision making;
- Rebalancing growth between Melbourne and Regional Victoria; and,
- Identifying an investment and infrastructure pipeline

The vision for Plan Melbourne is underpinned by seven outcomes and objectives:

- **Delivering jobs and investment**: Create a city structure that drives productivity, supports investment through certainty and creates more jobs.
- **Housing choice and affordability**: Provide a diversity of housing in defined locations that cater for different households and are close to jobs and services.
- **A more connected Melbourne**: Provide an integrated transport system connecting people to jobs and services and goods to market.
- **Liveable communities and neighbourhoods**: Create healthy and active neighbourhoods and maintain Melbourne’s identity as one of the world’s most liveable cities.
- **Environment and energy**: Protect our natural assets and better plan our water, energy and waste management to create a sustainable city.
- **A state of cities**: Maximise the growth potential of Victoria by developing a state of cities which delivers choice, opportunity and global competitiveness.
- **Implementation**: Delivering better governance: Achieve clear results through better governance, planning, regulation and funding options.

Plan Melbourne is complemented by a planning reform agenda that has introduced code assessment planning, new zone structures and growth area framework plans, in addition to the preparation of eight regional plans and reform of the development contribution system.
There are five themes and related key directions which form the framework for priority strategies and actions including:

- **Environment Theme:** Natural resources protected and enhanced for current and future generations;
- **Communities Theme:** Healthy, vibrant and resilient communities;
- **Economic Theme:** A thriving and dynamic economy;
- **Transport Theme:** An integrated network of efficient and high functioning transportation systems; and,
- **Land Use Theme:** An efficient and sustainable pattern of urban and rural land use and development.

The Upper Hume Sub Regional Plan includes more specific guidance and a framework for action. The framework for action sets out over 300 recommended actions many of which are relevant to the Wodonga Growth Strategy.

Preparation of these regional plans by the State Government in partnership with Local Government and state agencies and authorities is a positive step for actively managing growth. This policy change highlights that the Victorian Government has recognised the land use/transportation connection and the influence this has on planning; and, importantly the need to actively plan for infrastructure provision.

“Weal regional planning is essential, for it alone operates at the true scale of people’s lives.” (Duany, Speck and Lydon, 2010).
Hume Regional Growth Plan

The Hume Regional Growth Plan covers 12 municipalities including Wodonga and provides a land use framework to manage future growth, which is estimated to include an additional 80,000 residents, over the next 30 years.

The Hume Regional Growth Plan states that it establishes “a context for growth and settlement planning to inform and assist in frameworks for town and city growth plans and infrastructure requirements” (Hume Regional Growth Plan, 2014: 83).

According to the summary of the Hume Regional Growth Plan:

*Wodonga will be the focus of major growth. Opportunities for residential, industrial and commercial development in the city have been identified. Population growth in Wodonga will be in seven existing growth fronts and medium- to long-term developments are planned for the Leneva-Baranduda area which can accommodate up to 35,000 additional people over the next 20 to 50 years. Wodonga will continue to be a major economic driver for the region and beyond.*

*Wodonga’s development will build on existing strengths in freight and logistics, manufacturing, defence, education, health, business services, major sporting events and arts and culture. Major industrial and commercial development opportunities will be strengthened in Wodonga including those related to the LOGIC freight logistics precinct, the redevelopment of Wodonga’s central business district and new commercial developments in future growth areas.*

The importance of these regional growth plans should not be overlooked as “planning for a single town or city is not enough, because working, shopping, recreation, education and other daily activities routinely take people across municipal lines” (Duany, Speck and Lydon, 2010). For a regional plan to be truly effective it should be translated into local growth strategies, which are in turn based on the model of the mixed-use neighbourhood. The diagram below illustrates how the regional growth plans fit into the hierarchy of state and local plans.

The purpose of the regional growth plans is to inform and influence future local strategic planning as it provides a high level land use context and identifies broad areas that are suitable for future urban development. The regional growth plans form part of the Victoria Planning Provisions and the State Government has committed funds to develop an implementation plan for each Regional Growth Plan which will prioritise the various actions identified in the growth plan and potential delivery and funding options. Growth follows geographical, not political, boundaries. Therefore, one of the advantages of regional plans is that they promote co-ordination among levels of government on issues that cross municipal boundaries. They provide clear reliable links between the levels of government and agencies whose resources are required to deliver key infrastructure projects and programs.

Accordingly, the Hume Regional Growth Plan will guide and inform the preparation of the Wodonga Growth Strategy. Preparation of the Wodonga Growth Strategy provides the opportunity for the city of Wodonga to further influence the preparation of the regional implementation plans in that it will be based on a greater level of detail compared with the regional plan and will provide justification and a rationale behind the location and type of growth the municipality wishes to pursue as well as identifying key infrastructure required to deliver desirable growth.
6.4 Precinct Structure Plan Guidelines

Since the establishment of the Growth Areas Authority now Metropolitan Planning Authority (MPA) in 2008 there has been considerable work completed with regard to growth area planning and in particular the content and purpose of Precinct Structure Plans (PSPs), infrastructure provision benchmarks and contribution charges levels.

Preparation of the Precinct Structure Plan Guidelines and completed PSPs in Melbourne’s growth areas, have been significant in establishing infrastructure provision benchmarks and an accepted form and content of Precinct Structure Plans as incorporated documents. Prior to the formulation of the PSP Guidelines and PSPs under the guidance of the MPA each the council adopted slightly different infrastructure provision benchmarks which created uncertainty and resulted in lengthy and costly panel hearings where these requirements were regularly challenged.

The Precinct Structure Plan Guidelines provide a useful tool for planning in regional areas, and many of the infrastructure provision benchmarks can be applied to regional areas provided allowance is made for issues such as the lower land values and slower rates of development etc. It is important to recognise however, that if regional areas are to maintain their competitiveness and relative attractiveness as viable alternatives to metro Melbourne it is essential that they maintain appropriate levels of affordability but also that they maintain their intrinsic qualities which characterise them as perhaps more liveable locations. In recognition of these differences the MPA has set up a regional working group that is examining regional character and other issues with the intention of preparing PSP guidelines for regional areas.

Metropolitan PSPs are typically accompanied by a Development Contributions Plan (DCP), which itemizes and apportions the cost of infrastructure. Historically, regional areas have rarely prepared formal DCPs to levy contributions for infrastructure. This is due in part because there was no pressing need to pursue formal DCPs as most regional cities have a sound infrastructure base that was capable of sustaining incremental growth or necessary inputs to prepare a DCP were not available. However, the level of growth these areas are now experiencing has overwhelmed the existing infrastructure and many regional cities now preparing DCPs. Regional areas will greatly benefit from Standard Development Contributions Advisory Committee recommendations which will improve and streamline the collection and spending of infrastructure contributions as discussed following.

The PSP guidelines and recent PSP examples have established an accepted methodology and general content for PSPs. With regard to maintenance of the intrinsic character and qualities of regional areas and formulation of regional guidelines, the city is well placed to lay a foundation for preparation of a precinct structure plan/s for the Leneva Valley via the Wodonga Growth Strategy process and to influence preparation of the regional precinct structure plan guidelines.
6.5

State Planning Policy Framework Review

The State Policy Planning Framework (SPPF) is a foundation element of the Victorian planning system and the Victoria Planning Provisions (VPP). It sets the key policy directions for state planning issues. A review of the SPPF is presently being undertaken so as to ensure that all state policy matters align and integrate with the key strategic directions. It is particularly required to ensure that the SPPF aligns with the newly developed Metropolitan Planning Strategy (Plan Melbourne) and the eight Regional Growth Plans.

An Advisory Committee has been established to advise the state government on the content and structure of a revised SPPF. According to the DTPLI web site the draft PPF aims to:

- Integrate state, regional and local policy to make it easier to interpret the policy to be considered when making land use planning and development decisions.

- All state, regional and local policy on a particular issue sits within the one Clause, rather than being spread across the SPPF, MSS and Local Policies.

- The draft PPF for all planning schemes includes high level state policy about each issue to provide a context for decision making at a macro level.

However only relevant detailed policy that applies to a particular municipality is included that draft PPF (for example, Stonnington does not contain detailed rural land policy; Indigo does not contain detailed coastal policy).

The Advisory Committee is also to apply any consequential changes arising from recent legislation and to align and integrate with the review of the following state policy matters:

- The Vision for Victoria;
- The proposed Metropolitan Planning Strategy;
- The eight Regional Growth Plans (Central Highlands, G21 - Geelong Region Alliance, Gippsland, Great South Coast, Hume, Loddon Mallee North, Loddon Mallee South, Wimmera Southern Mallee);
- The reformed commercial, industrial, residential and rural zones; and,
- The Development Contributions system.

The review of the SPPF is very timely as an input to preparation of the Wodonga Growth Strategy. The guidance offered by the review will ensure that the strategy provides appropriate justification for application of the discretionary components of the revised SPPF and ensure that any new local policy is drafted appropriately.
Reform of Planning Zones

On 1 July 2014 the planning zones in Victoria came into full effect. The planning zones were reformed to ensure that they are still relevant and adequately reflect the aspirations of all Victorians. The Government has approved changes to Victoria’s residential, commercial, industrial and rural zones.

The zone reforms have simplified requirements; allowed a broader range of activities to be considered; and, improved the range of zones to better manage growth.

The new residential zones are the:

- Residential Growth Zone;
- General Residential Zone; and,
- Neighbourhood Residential Zone.

Key features of the new zones include:

- setting a mandatory building height of eight metres in the Neighbourhood Residential Zone;
- improved purpose statements for the zones;
- restricting non-residential uses in the Neighbourhood Residential Zone and the General Residential Zone; and,
- allowing small-scale complementary commercial uses in the Residential Growth.

Supermarkets

- allowing a supermarket in the Commercial 1 Zone without a permit;
- allowing a small scale supermarket up to 1800 square metres in the Commercial 2 Zone without a permit in all metropolitan planning schemes. Supermarkets greater than 1800 square metres in these areas require a permit;
- requiring a permit for a small scale supermarket in rural areas to ensure the protection of established centres in regional towns; and,
- requiring that supermarkets and associated shops adjoin or have access to a main road in the Commercial 2 Zone.

Shops and Offices

- removing restrictions on floor space caps in most instances in commercial zones;
- allowing floor space caps to be specified in rural and regional Victoria in the schedule to the Commercial 1 Zone;
- existing floor space caps in rural and regional Victoria will be retained; and,
- prohibiting all accommodation (other than caretaker’s house, residential motel and hotel) in the Commercial 2 Zone.

Industry and Warehouses

- protect sensitive uses by including a 30 metre buffer from industry and warehouses that do not require a permit.

While the city has completed its transition to the new zones, guidance may be required in the Wodonga Growth Strategy to guide discretionary decision making. In this regard preparation of the growth strategy can proceed with confidence that zone structures will not be reviewed again in the short to medium term.
6.7 Standard Development Contributions

On 1 May 2014 Minister Guy released the Standard Development Contributions Advisory Committee (SDCAC) Report and announced introduction of Standard Levies for development contributions in priority growth locations, the implementation of a new Infrastructure Contribution Plan and a streamlined approval process. The Standard Levies will be available for use from 1 July 2015 and will be able to be applied in identified metropolitan and non-metropolitan growth locations.

The new system comprises Standard Levy and a Supplementary Levy.

**Standard Levy:** standard monetary contribution to infrastructure that meets a local needs and is “basic and essential” for a growing/changing community.

**Supplementary Levy:** variable monetary contribution for an exceptional infrastructure item that cannot be funded by the Standard Levy or is required to unlock growth in a specific location.

The SDCAC recommend a range of levies for both metropolitan and regional growth areas. The SDCAC have proposed a Standard Levy of $120,000 per Net Developable Area (NDA) for middle growth regional the councils ($8,000 per lot based on 15 dwg/ha) or a higher rate of $210,000 per Net Developable Area (NDA) for high growth regional the councils ($14,000 per lot based on 15 dwg/ha) such as the city of Greater Geelong.

It is important to note that the Standard Levy does not include any drainage infrastructure, rather a separate Drainage Levy can be applied in addition to the Standard Levy where the council is the responsible drainage authority (non-metro areas).

The Standard Levy will be implemented via an Infrastructure Contribution Plan (ICP) which will replace DCPs. The ICP will be prepared by the Planning Authority and it will provide the strategic justification for the application and allocation of the Standard Levy and Supplementary levy, where applicable. The ICP will require similar information to that currently included in a DCP.

The ICP will:
- Specify the area to which the plan applies;
- Set out the infrastructure to be funded through the plan;
- Identify the strategic basis for the infrastructure;
- Identify any infrastructure items that are proposed to be funded by a Supplementary Levy;
- Provide for collection of a levy in respect to any development for which a permit is not required; and,
- Be prepared in accordance with a new Ministerial Direction on the form and content of DCPs.

The proposed reforms to the development contribution system and creation of the new ICP seek to genuinely improve on the current system. The new system seeks to reduce complexity, and provide a clear and transparent system comprising standard levies across a range of development settings. This proposed new system demonstrates State Governments recognition of the importance of funding and early delivery of essential infrastructure to meet the needs of new communities.

In the context of guidance offered by the PSP guidelines, completed PSPs and DCPs and the introduction of standard development contributions, the city is very positioned to introduce development contributions charges for the Leneva Valley and potentially other locations without the risk of challenge provided the rates and selected projects are within the confines of the new approach. The anticipated timing for preparation of the growth strategy relative to the timing of the new system becoming operational (1 July 2015) is a key strategic advantage however, it will be important to consider the issues regarding introduction of development contributions that are set out in section 4 of this report.
6.8 Review of the Native Vegetation Framework

Prior to native vegetation reform in May 2013, the Government’s policy Victoria’s Native Vegetation – A Framework for Action had taken an approach to native vegetation management that sought an overall “net gain” of native vegetation through implementation of native vegetation clearance regulations.

In order to achieve this net gain, the city of Wodonga and Department of Sustainability had established a strategic approach to native vegetation management, called the Wodonga Retained Environment Network (WREN) Strategy. This policy sought to protect native vegetation in key locations, and provide a location to direct future offsets.

In May 2013, the Minister for Environment and Climate Change announced that a new set of guidelines known as Permitted clearing of native vegetation – biodiversity assessment guidelines (the Guidelines) will replace Victoria’s Native Vegetation Management: A Framework for Action as an incorporated document in Victoria’s Planning Provisions.

The primary objective for permitted clearance of native vegetation under the new Guidelines is:

“No net loss in the contribution made by native vegetation to Victoria’s biodiversity”.

From this perspective, the Government is seeking to take a more strategic and risk-based approach to avoiding and minimizing the impact of development on Victoria’s significant biodiversity. In addition, the Guidelines seek to reduce the regulatory burden for landholders and provide for improved decision making by:

- Providing upfront information through an online native vegetation mapping known as the Native Vegetation Information Management (NVIM) tool;
- Providing risk-based assessment pathways, with information requirements and assessment procedures dependent on the size and significance of vegetation proposed for removal; and,
- Better defining the role of state and local government roles in achieving biodiversity outcomes.

In addition the Guidelines seek to take a more strategic approach to delivery of offsets, by directing offsets to areas that are strategically important to biodiversity, and ensuring that offset provide protection for the most important habitat. This strategic approach aligns with Wodonga’s WREN/NVPP strategy.

6.9 Bushfire

Following release of the Royal Commission into bushfires considerable attention has been directed toward management of bushfire risk.

According to the DTPLI website:

A State Planning Policy for Bushfire has been included in every planning scheme in Victoria. This policy provides the broad framework for integrating bushfire policy and provisions into planning schemes.

Its objective is to strengthen community resilience to bushfire through the planning system. It provides guidance on how bushfire considerations are to be treated in planning schemes and in planning decisions. It:

- provides a framework for hazard identification and risk assessments in the planning system;
- ensures that bushfire considerations are taken into account in strategic settlement planning;
- provides direction to planning authorities for implementing bushfire matters in a planning scheme; and,
- provides development control strategies for areas affected by the bushfire hazard.

Given the obvious risk to life and property it will be important for the growth strategy to have regard to management of fire risk as a key consideration.
7

Wodonga Context - Spatial, Demographic and Market Composition

As set out in the previous section it is important that any growth strategy is based on a detailed understanding of the context within which it is being developed and applied. The sections to follow provide an overview of the historical development of Wodonga, its spatial composition, its demographic profile including projected population growth and an analysis of residential and industrial land supply.

The city of Wodonga was founded as a customs trading post in 1860. The municipality of Wodonga covers 433.7km² and is situated on the northern border of Victoria 300km north east of Melbourne. This section presents a brief history of the key planning policies that have influenced the growth of Wodonga.

The city of Wodonga is essentially a twin-city with Albury, New South Wales, which is located only 10km away. Their unique relationship and proximity to each other has been recognised for some time and together Albury-Wodonga form one of Australia’s 18 largest cities with a current combined population of 90,000 residents in 2013. While Albury is the larger of the two cities, the federal government recognised the importance of the two cities and their ability to become a significant inland city and formed the Albury-Wodonga Development Corporation.

Albury-Wodonga Development Corporation

The Albury-Wodonga Development Corporation (AWDC) was an Australian Government Statutory Authority established under the Albury-Wodonga Development Act 1973 and a tripartite Agreement between the Australian Government and the states of New South Wales and Victoria. The AWDC’s initial role was to plan and develop Albury-Wodonga into a major inland city by the turn of the century. To assist in achieving the AWDC’s objectives, large tracts of land were purchased in the Albury-Wodonga region with funds mainly provided by the Australian Government. Over the years the AWDC acquired some 24,079 hectares; 8,842 hectares in and around Albury and 15,237 hectares in and around Wodonga.

The AWDC developed and sold residential, industrial and commercial land and provided sites for local government infrastructure and community, education, service and sporting facilities as well as setting aside sites of environmental significance. Over the years the focus of the AWDC changed from the initial concentration on economic development as a core activity up until 1990, when the AWDC’s new role was to promote and foster growth and development, including economic development, in the Albury-Wodonga region in co-operation with local government, the community and partner Governments. In addition, the Australian Government required the AWDC to provide monetary returns on the Government’s investment in the project, generated by property development and sales activities and disposal of land not required for immediate future development.
In 1995, the Australian Government announced it required an accelerated rate of return on its investment through sale of all AWDC assets over a period of five years and decided to wind up the AWDC after this 5 year period. A review confirmed that market forces would determine the rate of land disposal and new legislation was introduced in 2004 to enable the winding up of the AWDC and withdrawal of the state governments. In June 2005 the Australian Government announced that the AWDC would exit its land development activities and sell its remaining property assets over an approximate ten year period. In accordance with the Government’s directions the Corporation has ceased land development activities and is now concentrating on an accelerated land sales program of varying sized land parcels to the private sector. In recognition of the change of focus of the Corporation its name was change to remove the word “development” and now trades as the “Albury-Wodonga Corporation” (AWC).

Since 2005 the AWC land bank has been reduced from 6,387 hectares as at June 2005 to 1,086 hectares as at June 2014. Recent figures show that as at 31 December 2013 1,176 hectares remained undeveloped of which 388 hectares were located in Albury and 788 hectares in Wodonga.

The Australian Government announced in the 2014 Federal Budget that it will be implementing a policy by 1 July 2015 of “ceasing the Albury Wodonga Development Corporation, with remaining property management functions consolidated into the Department of Finance”.

The influence and operation of the Corporation produced a definite legacy and brought the following benefits to both Albury and Wodonga:

- Controlled land supply – quantum, location and price;
- Co-ordinated infrastructure planning and delivery;
- Profile in attraction of high order community facilities and services;
- Focus on planning for and delivery of employment growth;
- Well developed high order open space network; and,
- Protection of hills and establishment of the WREN (NVPP) network.

The operation and subsequent withdrawal of the Corporation resulted in the transition from a price controlled “Government owned” land supply situation (where prices were fixed at about $40K) to a situation of under supply when lots went to auction causing a very sudden and dramatic price increase to $120-140K/lot to then divestment of the broad acre land supply to the private sector. The market then stalled until there was a correction in price back to more affordable levels that are comparable to other regional locations.

The transition from a centralised Government controlled development and land supply situation to divestment brought with it a complex transition to the private sector led land supply situation. This transition poses several challenges, including:

- price impacts;
- divestment produced a fragmented development pattern – the effects of which are still being felt today;
- land supply is now in the hands of a small number of developers who effectively control the land development market in Wodonga;
- lack of a clear open space strategy identifying keys gaps in the current network and suitable location of future open space; and,
- lack of an overall infrastructure requirement framework and funding strategy (such as a set of related DCPs).

Figure 15: AWC Developed Estates
WODONGA: SPATIAL COMPOSITION
(Figure 16)
7.2 Wodonga Context – Spatial Composition

The spatial composition of Wodonga has been heavily influenced by the significant topographic features within the municipality.

With reference to figure 16 it can be observed that the “open space context” comprised of elevated land, agricultural land, prominent hill tops, state forest, the Murray River and Lake Hume have shaped the urban extent of Wodonga.

In terms of accessibility, Wodonga is well served by the Hume Freeway, the heavy rail and a network of high order internal roads comprising:

- Murray Valley Highway;
- Bandiana Link Road;
- Thomas Mitchell Drive;
- Beechworth Wodonga Road; and,
- Kiewera Valley Highway.

Based on the influence of the key topographic features and the transport network, the existing urban extent of Wodonga has a relatively contained extent. In terms of potential growth directions, it is clear that broadscale growth should be directed to the south east into the Leneva Valley.

Further information is presented in the following sections regarding open space, community facilities and employment/activity centres.

7.3 Wodonga Context – Demographic Profile and Population Projections

The following section briefly examines the Victoria in Future (VIF) projections 2014 released by the State Government and the ID Consulting small area forecasts. A brief snapshot of the projections is provided, focusing on both population and household trends.

The extent of the city of Wodonga is illustrated in Figure 17 below; (note that the statistics compared relate to the Local Government Area as the VIF projections are not broken down into the small areas created by ID Consulting).

Figure 17: Wodonga Forecast areas

Population Projections (ID and VIF)

Based on data from ID Consulting, in 2011 the population of Wodonga was 36,043 residents, the median age was 35 and average weekly household income was $1,075.

According to the ID forecasts, the population of Wodonga is expected to increase by 41% to 54,728 residents by 2031 (see Figure 18).
The VIF projections are slightly lower than those prepared by ID Consulting. VIF project an increase from 36,000 residents in 2011 to 51,000 in 2031 (note figures rounded to nearest 1,000), which is 3,000 less than the ID projection.

Figure 19 shows the projected population growth rate projected for Wodonga compared to Victoria. During the period 2021-2031 it is anticipated that growth rates in Wodonga (in percentage terms) will outpace those of Victoria as a whole.
Table 12: Comparison of VIF and ID population and household projections

<table>
<thead>
<tr>
<th>Population and households</th>
<th>2011</th>
<th>2018</th>
<th>2021</th>
<th>2026</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>35,025</td>
<td>36,043</td>
<td>40,794</td>
<td>42,534</td>
<td>45,959</td>
</tr>
<tr>
<td>Pop. in private dwellings</td>
<td>35,025</td>
<td>36,043</td>
<td>40,794</td>
<td>42,534</td>
<td>45,959</td>
</tr>
<tr>
<td>Households</td>
<td>14,368</td>
<td>15,002</td>
<td>15,842</td>
<td>17,405</td>
<td>17,770</td>
</tr>
<tr>
<td>Average household size</td>
<td>2.44</td>
<td>2.52</td>
<td>2.52</td>
<td>2.52</td>
<td>2.54</td>
</tr>
<tr>
<td>Dwellings</td>
<td>14,793</td>
<td>14,887</td>
<td>16,385</td>
<td>16,567</td>
<td>16,830</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Household types</th>
<th>2011</th>
<th>2016</th>
<th>2021</th>
<th>2026</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Couple-only</td>
<td>3,763</td>
<td>4,007</td>
<td>4,222</td>
<td>Not Available</td>
<td>4,743</td>
</tr>
<tr>
<td>Family with children</td>
<td>6,899</td>
<td>5,904</td>
<td>6,501</td>
<td>Not Available</td>
<td>7,045</td>
</tr>
<tr>
<td>One-person</td>
<td>3,816</td>
<td>3,371</td>
<td>4,246</td>
<td>Not Available</td>
<td>4,786</td>
</tr>
<tr>
<td>Other</td>
<td>698</td>
<td>502</td>
<td>757</td>
<td>Not Available</td>
<td>830</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change in population</th>
<th>2011-2021</th>
<th>2011-10</th>
<th>2016-21</th>
<th>2021-20</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net</td>
<td>15,124</td>
<td>16,694</td>
<td>2,905</td>
<td>4,751</td>
<td>3,692</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change in households</th>
<th>2011-2021</th>
<th>2011-10</th>
<th>2016-21</th>
<th>2021-20</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net</td>
<td>6,927</td>
<td>7,986</td>
<td>1,909</td>
<td>1,850</td>
<td>1,680</td>
</tr>
</tbody>
</table>

Source: VIF 2014 Projections and ID Consulting

Figure 20 illustrates the proportion of the Wodonga population by age cohort and compares the year 2011 to 2031. Figure 21 clearly shows an increase in all 5 year age groups as the Wodonga overall population will increase by 40%. The proportion of the population within each 5 year age group is very similar when the period 2011 to 2031 is compared, however, there are subtle changes such as a 2% increase in the number of residents aged 50 years and older.

Figure 21 shows the change by 5 year age groups and has broken the data into two 10 year periods, 2011-21 and 2021-31. It is interesting to note that between 2011-21 there will a greater increase in residents aged between 0-14 years, 20-39 years, and 65-74 years compared with the latter decade (2021-31). The period of 2021-31 will see a greater increase in the number of residents between 40-64 years and 75-84 years as the population ages.
A comprehensive understanding of the overall population projections and household type is very important when determining if adequate land supply is available and what direction growth of the city will take. Furthermore, knowledge of how the age structure of the population is changing is essential for planning age-based facilities and services, such as child care, recreation and aged care.

**Planning implications in terms of land supply**

In light of the projections explained above it is important to translate the projected population growth into annual dwelling demand to ascertain the levels of growth the council must plan for. As part of the preparation of the Wodonga Growth Strategy Spatial Economics have undertaken a detailed land supply analysis for both residential and industrial land. The two reports have explained in detail the effect the projected population growth will have on demand for both residential and industrial land, and the current and future supply has been mapped and quantified. While these reports have been made available to the council sections 8 and 9 briefly highlight the main findings.
The following section provides a brief overview of the Wodonga housing market in terms of land price, lots constructed and building approvals. This analysis is not exhaustive it merely explores the general trends occurring in Wodonga and briefly examines where Wodonga sits relative to other regional cities in terms of affordability and supply of constructed lots. The purpose of this analysis to provide a high level summary of the Wodonga housing market which will inform the preparation of the Wodonga Growth Strategy. The data included and analysed has been sourced from Valuer General’s, A guide to Property Values 2013.

Residential Vacant Lot Price and Sales

As described in section 7.1, and illustrated in Figure 22 below, the operation and subsequent withdrawal of the Albury Wodonga Corporation resulted in the transition from a price controlled “Government owned” land supply situation (where prices were fixed at about $40,000 per lot) to a situation of undersupply when lots went to auction causing a very sudden and dramatic price increase to $120-140,000 per lot which was followed by divestment of the broad acre land supply to the private sector around 2005. Since 2009 there appears to have stabilised with the median lot price between $110-117,000.

To gain an understanding of how Wodonga compares to other regional cities price wise, Mesh prepared Figure 23 overleaf. It compares the cities of Ballarat, Bendigo, Shepparton, Wangaratta, Warrnambool and Wodonga.

Figure 23 illustrates that the lots price across the six regional cities was relatively stable between 1985 to 2000. In the year 2000 the median lot price was between $35-45,000, however, since 2000 the median vacant lot price for all regional cities has increased significantly and the range of prices between the cities has also increased. The data shows that in recent years Warrnambool and Ballarat have the highest median vacant lot price. Given the 2014 figures are preliminary only, we have taken a snapshot of the 2013 data and compared the median vacant lot price across the six regional cities in Table 14 below.

Given the close geographical proximity of the cities of Albury and Wodonga, Mesh have undertaken a brief comparison of the two cities in terms of demographic composition and housing trends. Table 14 clearly shows the similarities between Albury and Wodonga, not only are they only 10km apart, the median age of their respective populations is similar, the largest age cohort is 15-19 years, they have similar levels of households comprising couples with and without children.

While Albury currently has 13,000 more residents compared to Wodonga, Wodonga’s population is anticipated to grow at a rate 10% higher than Albury’s over 2014-2031. As at 2011 the median household income and average household size is slightly higher in Wodonga. While both cities have similar levels of their workforces employed, the city of Wodonga has a larger proportion employed in manufacturing and public administration and safety compared to Albury.
Figure 22: Wodonga Median Lot Price and Lot Sales (1985-2014)

Source: Data sourced from DTPLI, Valuer General’s, A guide to Property Values 2013
NB. Statistics for 2014 are based on a small number of sales and are preliminary only.
Figure 23: Regional Median Vacant lot Price (1985-2014)
Source: Data sourced from DTPLI, Valuer General’s, A guide to Property Values 2013
NB. Statistics for 2014 are based on a small number of sales and are preliminary only.
Table 14: Demographic Profile of Wodonga and Albury

<table>
<thead>
<tr>
<th></th>
<th>City of Wodonga</th>
<th>City of Albury</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated future population:</td>
<td>54,728 (2031)</td>
<td>68,500 (2031)</td>
</tr>
<tr>
<td>Estimated rate of population</td>
<td>41% (2014-2031)</td>
<td>31% (2014-31)</td>
</tr>
<tr>
<td>change in population</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Largest age group/cohort:</td>
<td>Age 15-19 years (7.8%</td>
<td>Age 15-19 years (7.4%</td>
</tr>
<tr>
<td>Median age:</td>
<td>35 years</td>
<td>37 years</td>
</tr>
<tr>
<td>Median weekly household income:</td>
<td>$1,075</td>
<td>$1,025</td>
</tr>
<tr>
<td>Average household size</td>
<td>2.49 persons</td>
<td>2.36 persons</td>
</tr>
<tr>
<td>Couples with children</td>
<td>29% of Households</td>
<td>26% of Households</td>
</tr>
<tr>
<td>Couples without children</td>
<td>25% of Households</td>
<td>25% of Households</td>
</tr>
<tr>
<td>One parent families</td>
<td>13% of Households</td>
<td>11% of Households</td>
</tr>
<tr>
<td>Live in separate house</td>
<td>81% of Households</td>
<td>75% of Households</td>
</tr>
<tr>
<td>Live in medium density</td>
<td>17.6% of Households</td>
<td>23% of Households</td>
</tr>
<tr>
<td>Own their own home</td>
<td>26% of Households</td>
<td>28% of Households</td>
</tr>
<tr>
<td>Have a mortgage</td>
<td>35% of Households</td>
<td>33% of Households</td>
</tr>
<tr>
<td>Renting</td>
<td>35% of Households</td>
<td>32% of Households</td>
</tr>
<tr>
<td>Residents Employed</td>
<td>16,893 (94.4% of workforce)</td>
<td>22,431 (94.2% of workforce)</td>
</tr>
<tr>
<td>Main employment industries</td>
<td>Manufacturing 13.5%</td>
<td>Healthcare and social assistance (13.7%)</td>
</tr>
<tr>
<td></td>
<td>Public Admin and Safety 13.2%</td>
<td>Retail 12.6%</td>
</tr>
<tr>
<td></td>
<td>Healthcare and social assistance 12.8%</td>
<td>Manufacturing 12.6%</td>
</tr>
<tr>
<td>Residents with Bachelor or Higher Degree</td>
<td>11.2% of population</td>
<td>14.3% of population</td>
</tr>
</tbody>
</table>

Table 15 undertakes a simple comparison of Wodonga and Albury as at 2013/14. It is evident that they offer similar priced vacant residential lots, Wodonga currently has a greater number of vacant lots available and based on the 2012-13 ABS Data Wodonga has had a higher rate of building approvals compared with Albury.

Albury, like Wodonga, has large tracts of land identified as future growth corridors and it is currently preparing structure plans for these areas. Both Albury and Wodonga have ample supply of residential and industrial land located across their respective municipalities.

Given the locational proximity of the two cities and similar priced vacant residential lots it is evident that Wodonga must establish a point of difference and ensure that future growth is well planned and serviced.
IN SUMMARY:

- The city of Wodonga has a strong projected growth rate from a population of 37,343 in 2013 to 54,728 in 2031, which is an overall increase of 41%.
- The VIF projections (which take into account Wodonga’s share of growth relative to other locations) are very close to the ID Consulting small area forecasts.
- The Wodonga demographic profile is remarkably well spread unlike many other suburban growth areas, which are dominated by young families and children. As a result there will be continued demand for a range of lot sizes and housing types.
- The Wodonga housing market in terms of greenfield growth is more diverse than a typical suburban location which is a positive indicator but the proportion of infill or CBA based development is very low.
- There is ample land supply to support both future residential and industrial development.
- Based on Figure 23 and Table 13 it appears that in Wodonga the median vacant lot price is relatively affordable when compared with other regional cities in recent years.

### Table 15: Comparison of housing

<table>
<thead>
<tr>
<th>Status as at 2013/14</th>
<th>Wodonga</th>
<th>Albury</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14 average vacant residential lot price</td>
<td>$114,000</td>
<td>$118,000</td>
</tr>
<tr>
<td>% Lot Price increase</td>
<td>-3% (previous yr $117k)</td>
<td>6.2%</td>
</tr>
<tr>
<td>10 yr average consumption of residential vacant lots</td>
<td>275 average building approvals between July 2001-2006</td>
<td>175</td>
</tr>
<tr>
<td></td>
<td>327 average building approvals between July 2006-2013</td>
<td></td>
</tr>
<tr>
<td>Number of vacant residential lots (as at 2014)</td>
<td>739</td>
<td>526</td>
</tr>
<tr>
<td>Number of residential lots produced</td>
<td>323</td>
<td>299</td>
</tr>
<tr>
<td>Number of building approvals (Dec12-13) ABS Data</td>
<td>294</td>
<td>201</td>
</tr>
<tr>
<td>Average residential lot size</td>
<td>642m²</td>
<td>Not Available</td>
</tr>
<tr>
<td>Current Residential Land Supply</td>
<td>32-36 years for zoned land</td>
<td></td>
</tr>
<tr>
<td>42-47 years including unzoned land</td>
<td>50+ years land supply (over 4,500ha)</td>
<td></td>
</tr>
<tr>
<td>Current Industrial Land Supply</td>
<td>38+ years land supply (based on 50% increase in todays consumption rates)</td>
<td>20+ years land supply</td>
</tr>
</tbody>
</table>

Source: ABS Building Approvals 2012-13
Spatial Economics Residential and Industrial Land Supply Reports (2014)
Albury Land Monitor (2013-14)
Wodonga Economic Indicators Report (2014)
Spatial Economics have undertaken a detailed assessment of the residential land supply and demand for the city of Wodonga. This section provides a summary of their findings and should be read in conjunction with figures 24, 25 and 26 which provide a summary of Wodonga’s current and future residential land supply.

The projected dwelling requirements projected by VIF forecast that from 2011-2031 there will be a total dwelling requirement of 7,489 (374 average per annum). Compared with ID Consulting projections from 2011-2031 there will be a total dwelling requirement of 7,003 (350 average per annum). Therefore between 350-370 new dwellings will be required every year for the next 20 years to meet the requirements of the future population.

Figure 27 (Graph One below) from the Residential Report clearly shows that Wodonga has average 327 residential building approvals between July 2006 and July 2013. Therefore, to meet the future demand this will need to increase by another 25 dwellings per annum.

Table 16 from the Residential Report (Table 16 in this report) clearly shows the distribution of lot/dwelling potential by supply type. In terms of land supply Spatial Economics have quantified the amount of zoned residential land and based off all population projection sets there is between 32 to 36 years land supply available. This is increased up to 42 to 47 years if future residential land is taken into account.

### Table 16: Normal Residential Lot/Dwelling Potential by Supply Type, March 2014

<table>
<thead>
<tr>
<th>Suburb/LGA</th>
<th>Vacant lots</th>
<th>Major Zoned Supply (lot potential)</th>
<th>Future Residential (unzoned)</th>
<th>Total Lots</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bandiana</td>
<td>122</td>
<td>737</td>
<td>859</td>
<td></td>
</tr>
<tr>
<td>Baranduda</td>
<td>25</td>
<td>887</td>
<td>912</td>
<td></td>
</tr>
<tr>
<td>Barnawartha North</td>
<td>24</td>
<td>460</td>
<td>484</td>
<td></td>
</tr>
<tr>
<td>Bonegilla</td>
<td>550</td>
<td>550</td>
<td>550</td>
<td></td>
</tr>
<tr>
<td>Ebden</td>
<td>120</td>
<td>120</td>
<td>120</td>
<td></td>
</tr>
<tr>
<td>Huon Creek</td>
<td>105</td>
<td>105</td>
<td>105</td>
<td></td>
</tr>
<tr>
<td>Leneva</td>
<td>155</td>
<td>3353</td>
<td>12990</td>
<td>16498</td>
</tr>
<tr>
<td>West Wodonga</td>
<td>68</td>
<td>191</td>
<td>259</td>
<td></td>
</tr>
</tbody>
</table>

Source: Spatial Economics Pty Ltd

Note: “Normal” residential lot supply refers to non rural residential land supply types, specifically residential supply zoned R1 (GRZ), TZ, selected MUZ and identified for future “normal” density development.

### Table 17: Estimated Years of Major Residential

<table>
<thead>
<tr>
<th></th>
<th>Years of supply</th>
<th>Future (Unzoned) supply</th>
<th>Total supply</th>
</tr>
</thead>
<tbody>
<tr>
<td>VIF14 Projections</td>
<td>32</td>
<td>42</td>
<td>74</td>
</tr>
<tr>
<td>ID Projections</td>
<td>34</td>
<td>45</td>
<td>79</td>
</tr>
<tr>
<td>Trend Demand</td>
<td>36</td>
<td>47</td>
<td>83</td>
</tr>
</tbody>
</table>

Source: Spatial Economics Pty Ltd
LGA BOUNDARY
EXISTING GROWTH BOUNDARY
LENEVA GROWTH AREA
FREEWAY
RECENT LOT CONSTRUCTION
1-2 YEAR SUPPLY
3-5 YEAR SUPPLY
6-10 YEAR SUPPLY
11+ YEAR SUPPLY
FUTURE LAND SUPPLY
FUTURE UGZ LAND

WODONGA: FUTURE RESIDENTIAL LAND SUPPLY
(Figure 26)
Upon review of Figure 28 it is important to note the following findings (Spatial Economics, 2014:14):

- From July 2006 to March 2014 there was an average annual residential lot construction of 291 lots;
- However, as measured from 2009 to 2013, total lot production has averaged 352 per annum;
- From July 2013 to March 2014, there has been a total of 103 lots constructed, a significant decline as compared to recent previous activity;
- The majority (82%) were major projects (yielding 10 or more lots per project), 13% minor projects (yielding less than 10 lots per project – typically located within the existing urban area) and 5% rural residential;
- Residential lot construction was the lowest in 2007-08 at 184 lots and “peaked” in 2011-12 at 499 lots.

In comparison to the annual volume of residential building approvals, residential lot construction varies considerably which is considered typical of the land development industry.

While Figure 29 shows that between July 2006 to March 2014 there was an average annual residential lot construction of 291, Figure 4 illustrates the location of the average annual residential lot construction by small area (ABS Suburbs).

### Residential Lot Construction

The construction of residential lots can be broadly classified into three supply type categories minor, major, and rural residential, as defined by Spatial Economics below (2014:10).

**Major:** Undeveloped land generally located on the urban fringe, zoned for residential development (formerly R1Z (GRZ), TZ and Selected MUZ) and is sized over one hectare and typically is estimated to yield 10 or more lots/dwellings.

**Minor (vacant lots):** Undeveloped land, zoned for residential development (formerly R1Z (GRZ), TZ and Selected MUZ) and is sized under one hectare and typically is estimated to yield less than 10 lots/dwellings.

**Rural Residential:** Land zoned Low Density Residential (LDRZ) and Rural Living (RLZ)

Spatial Economics have produced Figure 28 below which illustrates the quantum of residential lot construction by supply type for the municipal area of Wodonga from July 2006 to March 2014.

**Figure 28: Number of Residential Lots Constructed by Supply Type, 2006 to March Quarter 2014 (Wodonga LGA)**

Source: Spatial Economics Pty Ltd

Note: Rural Residential refers to lots constructed on land zoned either LDRZ or RLZ. Minor Urban refers to lots constructed on land zoned R1/GRZ, TZ or MUZ (where appropriate) and the project yield was less than 10 lots. Major refers to lots constructed on land zoned R1/GRZ, TZ or MUZ (where appropriate) and the project yield was more than 10 lots.
While Figure 30 illustrates a diverse range of lot sizes it is interesting to examine the residential building approvals by type to see if this reduction in lot size has corresponded with an increase in medium density housing type. Figure 31 below measure residential building approval activity by type between July 2001 to July 2013 for the municipal area of Wodonga.

Since July 2001 it is evident that the majority of building approvals (94%) have been separate houses, with the balance being medium density dwellings (Spatial Economics, 2014). This proportional split in dwelling type has remained fairly consistent between 2001-2013.

In terms of the quantity of building approvals there has been an increase in the average annual approval from 275 per annum between July 2001-2006 to 327 per annum from July 2006 to 2013 (Spatial Economics, 2014).

Figure 30 below shows the normal density (urban) vacant residential lot construction size profile between 2006 and 2014. Spatial Economics have undertaken residential land supply assessments for nearly every municipal area across metropolitan and regional Victoria and they have observed that residential lot production within Wodonga has one of the most diverse and wide range of lot sizes. This diversity from a regional centre comparison is most noticeable in terms of smaller lot construction i.e. below 400sqm.

When compared to the Growth Areas of metropolitan Melbourne, Wodonga has constructed a far more diverse range of lot sizes, from small, medium to large.

Figure 30: Lot Size Profile of Recently Constructed Residential Lots, 2006 to 2014

Note: Excludes rural residential lot construction
Source: Spatial Economics Pty Ltd
Spatial Economics (2014) note an exceptionally close alignment between lot construction and residential building approval activity from 2006 to 2013. During this period there were an average of 312 approvals and 307 lots constructed per annum, however, given the level of supply of vacant residential allotments within Wodonga this is not considered a potential issue.

**IN SUMMARY:**

Upon examination of the municipality of Wodonga over the period of 2006 to 2014 the following trends are evident:

- Average vacant lot price is between $110-127,000.
- When compared with other regional cities, Wodonga is considered competitive in terms of vacant lot price.
- The majority of lots have been constructed from major residential land.
- The supply of vacant lots has been widely dispersed across the suburbs, with the largest supply being located with Wodonga and Wodonga West.
- The municipality of Wodonga is constructing a diverse range of lot sizes, in particular lots sized 400m² or less.
- The number of houses being built per annum has increased since 2001 with an average of 327 dwelling being constructed between July 2006-2013.
- The proportion of housing types being built has remained relatively consistent with the majority (94%) being separate houses.
Industrial Land Supply and Demand Analysis

Spatial Economics (2014) have undertaken a detailed industrial land supply and demand assessment which will inform the Wodonga Growth Strategy. This section provides a summary of the findings of the Spatial Economics 2014 report, a full copy of the report is provided in Appendix 3.

Industrial Land Supply

In terms of supply of industrial land, Wodonga comprises a good spread of zoned industrial land across the municipality. Figure 32 illustrates the location of the seven industrial precincts within the municipality.

Spatial Economics assessed the following zones within Wodonga: IN1Z, C2Z (formerly B4Z), selected MUZ areas and selected SUZ areas as these zones are considered primarily for industrial use. As at March 2014, there was a total of 1,118 hectares of zoned industrial, of which 636 was assessed as available i.e. unencumbered land suitable for development (Spatial Economics, 2014). The majority of the industrial land is zoned IN1Z (1,018 hectares).

Recent Activity and Industrial Land Consumption

Between the years 2007-2014 an average of 8.5 hectares per annum of industrial land has been consumed. Spatial Economics assessed Wodonga’s industrial zoned areas to establish the location, volume and resultant lot size of industrial subdivision activity, their findings are illustrated in Table 18 below.

Between July 2006 and March 2014, a total of 56 zoned industrial land subdivisions were constructed, with the most activity located in the industrial precincts of Bandiana (23) and to a lesser degree - Wodonga (16). The majority (38%) of subdivisions were sized between 0.1 to 0.5 hectares with 50% (28) in excess of 0.5 hectares.

Of the 56 recently constructed subdivisions, 35 remain vacant as at March 2014 (Spatial Economics, 2014).

Table 18: Number of Industrial Subdivisions by Lot Size, 2006 to 2014

<table>
<thead>
<tr>
<th>Industrial Precinct/LGA</th>
<th>Less than 0.1 Hectares</th>
<th>0.1 - 0.5 Hectares</th>
<th>0.5 - 1 Hectares</th>
<th>1 - 5 Hectares</th>
<th>More than 5 Hectares</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baranduda Enterprise Park</td>
<td>-</td>
<td>11</td>
<td>6</td>
<td>6</td>
<td>-</td>
<td>23</td>
</tr>
<tr>
<td>West Wodonga</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Gateway Island</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Logic</td>
<td>-</td>
<td>-</td>
<td>5</td>
<td>6</td>
<td>-</td>
<td>11</td>
</tr>
<tr>
<td>Maloney Drive</td>
<td>-</td>
<td>3</td>
<td>3</td>
<td>-</td>
<td>-</td>
<td>6</td>
</tr>
<tr>
<td>Wodonga</td>
<td>7</td>
<td>7</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>16</td>
</tr>
<tr>
<td>ANZAC Parade</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Wodonga LGA</td>
<td>7</td>
<td>21</td>
<td>10</td>
<td>12</td>
<td>6</td>
<td>56</td>
</tr>
</tbody>
</table>

Source: Spatial Economics Pty Ltd
1: Subdivision from July 2006 to March 2014
Figure 32
Source: Spatial Economics, 2014

WODONGA: INDUSTRIAL LAND SUPPLY

Figure 32
Source: Spatial Economics, 2014
As at March 2014, there were a total of 782 zoned industrial lots, of which 104 were identified by Spatial Economics as vacant, representing a lot vacancy rate of 13%. Figure 33 below illustrates the supply of lots by size range.

**Figure 33: Number of Industrial Lots (Supply) by Lot Size Range, 2014**

Source: Spatial Economics Pty Ltd

**Demand for Industrial Land**

Between 2007 and 2014 an average of 8.5 hectares per annum of industrial land has been consumed within the municipality of Wodonga.

This consumption of industrial land has been spread across the identified industrial precincts with an annual average consumption of 6.6 hectares in Logic, 0.5 hectares in West Wodonga, 0.47 hectares in Baranduda Enterprise Park and 0.45 hectares per annum in ANZAC Parade.

In terms of industrial land consumption by zone type, the vast majority (77%) was zoned Industrial 1 (6.6 hectares per annum), 17% C2Z (1.4 hectares per annum) and 6% MUZ (0.5 hectares per annum). (Spatial Economics, 2014:6).

**Future Industrial Land Supply**

The amount of land currently zoned and available for industrial development is equivalent to in excess of 25 years land supply. Table 19 illustrates the amount of industrial land supply by Industrial Precinct, it is clear there is ample land available throughout the municipality.

**Table 19: Adequacy (years of supply) of Industrial Land Stocks – Industrial Precinct, 2014. Based on average take up rate of 8.5 GD hectares per annum.**

<table>
<thead>
<tr>
<th>Industrial Precinct</th>
<th>B4Z</th>
<th>IN1Z</th>
<th>MUZ</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baranduda Enterprise Park</td>
<td>-</td>
<td>25+</td>
<td>-</td>
<td>25+</td>
</tr>
<tr>
<td>West Wodonga</td>
<td>-</td>
<td>25+</td>
<td>9</td>
<td>25+</td>
</tr>
<tr>
<td>Logic</td>
<td>7</td>
<td>25+</td>
<td>-</td>
<td>25+</td>
</tr>
<tr>
<td>Maloney Drive</td>
<td>7</td>
<td>25+</td>
<td>-</td>
<td>19</td>
</tr>
<tr>
<td>Wodonga</td>
<td>-</td>
<td>25+</td>
<td>-</td>
<td>25+</td>
</tr>
<tr>
<td>ANZAC Parade</td>
<td>19</td>
<td>25+</td>
<td>-</td>
<td>20</td>
</tr>
<tr>
<td>Wodonga LGA</td>
<td>12</td>
<td>25+</td>
<td>9</td>
<td>25+</td>
</tr>
</tbody>
</table>

Source: Spatial Economics Pty Ltd

In relation to supply of industrial land, Spatial Economics (2014:6) provided the following summary:

There is an adequate stock of zoned industrial land stocks to meet trend and accelerated consumption rates across the municipal area of Wodonga.

Given the high substitutability of industrial land across the Wodonga industrial precincts; there is no shortage of land in any specific location.

There is no identified shortfall of industrial land by specific lot size with an ample availability of larger industrial lots to be potentially subdivided for “smaller” industrial land users and the availability of larger lots to meet demand of potential large industrial land users.
Figures 34-40 provide a summary map of all key social infrastructure currently provided in Wodonga.

ASR Research have prepared Table 20 which summarises the current overall community infrastructure provision levels that currently exist within the city of Wodonga. Upon review of this analysis ASR (2014:10) make the following comments:

This table clearly demonstrates that the municipality generally has an impressive community infrastructure profile, both in terms of the quantity of provision and diversity of provision. These characteristics represent a major strength, providing the local community and broader regional population with choice. Future stages of the Wodonga Growth Strategy will deal with the quality and distribution of this existing infrastructure and what implications it has for meeting the additional demands generated by additional population growth.

Social Infrastructure – Initial findings

ASR Research have undertaken a Stage 1 audit of existing community infrastructure provision, relevant literature and current population forecasts. While a full copy of the report is annexed to this document, a brief summary of ASR’s key findings are set out below.

The specific objectives of the ASR Stage 1 report were to:

- Map existing and proposed community infrastructure throughout the city of Wodonga;
- Undertaking a preliminary quantitative assessment of the community infrastructure required to serve the city of Wodonga overall based on current population projections and the application of community infrastructure planning standards;
- Assessing the implications of key the council and non-the council policies, plans and strategies; and,
- Bringing together all these steps to confirm what should be considered as part of the development of the Wodonga Growth Strategy.
Figure 34

WODONGA: EXISTING COMMUNITY CENTRES, NEIGHBOURHOOD HOUSES AND LIBRARIES

- LGA BOUNDARY
- EXISTING GROWTH BOUNDARY
- LENEVA GROWTH AREA
- FREEWAY
- ARTERIAL ROAD
- LOCAL ROADS

NEIGHBOURHOOD HOUSE
- Birallee Park House
- Trudewind Road House
- Bandiana House

COMMUNITY CENTRES
- Belgrade Avenue Community Centre
- Felltimber Community Centre
- Baranduda Community Centre

WODONGA LIBRARY
Figure 35 WODONGA: EXISTING EDUCATIONAL FACILITIES

- LGA BOUNDARY
- EXISTING GROWTH BOUNDARY
- LENEVA GROWTH AREA
- FREeways
- ARTERIAL ROAD
- LOCAL ROADS
- PRIMARY SCHOOL
  - St. Augustines Primary
  - Wodonga West Primary
  - Wodonga Primary
  - Wodonga South Primary
  - Bandiana Primary
  - Baranduda Primary
  - Melrose Primary
  - St.Monica's Primary
- MIDDLE YEARS
  - Felltimber Campus
  - Huon Campus
  - Frayne College
- PREP - 10 SCHOOL
  - Victory Lutheran College
  - Trinity Anglican College
- PREP - 12 SCHOOL
  - Catholic College Wodonga
  - Wodonga Senior Secondary College
- HIGHER EDUCATION
  - La Trobe University Albury / Wodonga Campus
  - Wodonga Institute of TAFE
Existing Aquatic / Leisure Facilities and Indoor Recreation

- Wodonga Olympic Swimming Pool
- Wodonga Sports & Leisure Centre
- Waves

### Existing Facilities

- LGA Boundary
- Existing Growth Boundary
- Leneva Growth Area
- Freeway
- Arterial Road
- Local Roads
- Existing Facilities

9 October 2014

Wodonga: Existing Aquatic / Leisure Facilities and Indoor Recreation

Level 1, 6 Riverside Quay Southbank, VIC 3006

Phone: 9695 3025  Fax: 9695 3001
WODONGA: EXISTING AQUATIC / LEISURE FACILITIES AND INDOOR RECREATION

EXISTING FACILITIES:
- WODONGA OLYMPIC SWIMMING POOL
- WODONGA SPORTS & LEISURE CENTRE
- WAVES

BOUNDARIES:
- LGA BOUNDARY
- EXISTING GROWTH BOUNDARY
- LENEVA GROWTH AREA
- FREEWAY
- ARTERIAL ROAD
- LOCAL ROADS

9 October 2014
WODONGA:Exisitng Aquatic / Leisure Facilities and Indoor Recreational
Level 1, 6 Riverside Quay Southbank, VIC 3006
Ph: 9695 3025 Fax: 9695 3001

9 Oct 2014

Scale:
1:40000 at A2 1:20000 at A0

km

3.5 7
### Table 20 - Current Community Infrastructure Provision Levels within the city of Wodonga

<table>
<thead>
<tr>
<th>Community infrastructure category</th>
<th>Quantity</th>
<th>Provision ratio</th>
<th>Unit of measurement¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Open space</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount of local, community and district public open space</td>
<td>418</td>
<td>10.8</td>
<td>Hectares per 1,000 people</td>
</tr>
<tr>
<td><strong>Recreation facilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of indoor recreation high ball courts</td>
<td>5</td>
<td>7,744</td>
<td>No. of people per court</td>
</tr>
<tr>
<td>Number of council aquatic / leisure centres</td>
<td>1</td>
<td>38,719</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td><strong>Early years facilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of sessional kindergarten places</td>
<td>478</td>
<td>2.4</td>
<td>No. of children 3 to 4 per place</td>
</tr>
<tr>
<td>Number of maternal and child health facilities</td>
<td>6</td>
<td>667</td>
<td>No. of children 0 to 6 per venue</td>
</tr>
<tr>
<td>Number of playgroup venues</td>
<td>7</td>
<td>571</td>
<td>No. of children 0 to 6 per venue</td>
</tr>
<tr>
<td>Number of occasional child care places</td>
<td>156</td>
<td>26</td>
<td>No. of children 0 to 6 per place</td>
</tr>
<tr>
<td>Number of long day child care places</td>
<td>1,065</td>
<td>3.8</td>
<td>No. of children 0 to 6 per place</td>
</tr>
<tr>
<td><strong>Other community centre elements</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of neighbourhood houses</td>
<td>3</td>
<td>12,906</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Number of planned activity group centres</td>
<td>1</td>
<td>38,719</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td><strong>Libraries</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of library facilities</td>
<td>1</td>
<td>38,719</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td><strong>Arts / cultural facilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of performing arts centres</td>
<td>1</td>
<td>38,719</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td><strong>Education facilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of govt specialist schools</td>
<td>1</td>
<td>38,719</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Number of govt primary schools</td>
<td>6</td>
<td>6,453</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Number of catholic primary schools</td>
<td>3</td>
<td>12,906</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Number of non govt primary schools</td>
<td>3</td>
<td>12,906</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Number of govt secondary schools</td>
<td>3</td>
<td>12,906</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Number of catholic secondary schools</td>
<td>2</td>
<td>19,360</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Number of non gov secondary schools</td>
<td>3</td>
<td>12,906</td>
<td>No. of people per facility</td>
</tr>
</tbody>
</table>
### Community Infrastructure Table

<table>
<thead>
<tr>
<th>Community Infrastructure Category</th>
<th>Quantity</th>
<th>Provision Ratio</th>
<th>Unit of Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education facilities (cont.)</td>
<td></td>
<td></td>
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<tr>
<td>Number of TAFE campuses</td>
<td>1</td>
<td>38,719</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Number of university campuses</td>
<td>1</td>
<td>38,719</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Police, justice and emergency services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of CFA sites</td>
<td>1</td>
<td>38,719</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Number of ambulance sites</td>
<td>1</td>
<td>38,719</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Number of SES sites</td>
<td>1</td>
<td>38,719</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Number of police station sites</td>
<td>1</td>
<td>38,719</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Number of law court facilities</td>
<td>1</td>
<td>38,719</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Health services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of community health service sites</td>
<td>1</td>
<td>38,719</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Number of acute health facilities</td>
<td>2</td>
<td>19,360</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Number of private medical centres</td>
<td>8</td>
<td>4,840</td>
<td>No. of people per facility</td>
</tr>
<tr>
<td>Residential aged care</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Number of residential aged care high care beds</td>
<td>263</td>
<td>53</td>
<td>Beds per 1,000 persons 70+</td>
</tr>
<tr>
<td>Number of residential aged care low care beds</td>
<td>358</td>
<td>39</td>
<td>Beds per 1,000 persons 70+</td>
</tr>
</tbody>
</table>

1: based on 2014 population estimates

Having regard to the above findings and a detailed examination of existing policies and strategies ASR (2014:24-5) notes several key observations: -

**Lower Order Community Infrastructure**

- The city of Wodonga will grow by an additional 17,000 to 18,000 people from 2011 to 2031. When placed in the context of the community infrastructure hierarchy (presented Appendix 1 of the ASR Report) this scale of population growth indicates a focus on addressing local or lower order community infrastructure needs such as primary schools, the council multipurpose community centres (and the various services and activities they typically accommodate), local active and passive open spaces, and the pedestrian / bicycle network. The configuration and distribution of this infrastructure into well-located and integrated settings that facilitates both functional service needs and enhances sense of place outcomes will be a major focus of the Wodonga Growth Strategy.

- The highest priority for the remaining stages of the Wodonga Growth Strategy will be to review the Leneva - Baranduda Growth Area framework plan to confirm the quantity, location and composition of various forms of community infrastructure in light of the existing and planned community infrastructure profile for the City of Wodonga. In light of the material reviewed to date this is likely to result in a number of significant changes to the community infrastructure proposed within this growth area and provide greater clarity in relation to location, facility sizes and composition, community hub assembly options and cost implications for future development contributions.
• The review of future requirements within Wodonga’s growth areas will be informed by further detailed analysis of capacity at existing facilities nearest to the growth areas, consultation with external agencies such as the Department of Education & Early Childhood Development, and the provision standards, classification hierarchies and service provision models outlined in various the council strategies and plans.

*Higher Order Community Infrastructure*

• The city of Wodonga’s impressive array of higher order community infrastructure including acute health facilities, higher education, a the council leisure centre, a library, arts and cultural facilities will be more than sufficient to cater for the current and future population growth of the municipality. Viewed in this context the projected population growth of the municipality should be assessed as more likely providing many existing services with greater operational viability.

• Even though provision levels for these types of services needs to also take into account Wodonga’s role as a regional centre catering for a population beyond the municipality there appears to be insufficient justification to advocate for additional locations for most of these service types.  

• Instead, the priority is likely to focus on redeveloping and enhancing the facilities and services that already exist in the municipality. This is particularly the case for acute health and higher education services, and raises the need to review current indicative proposals in the Leneva – Baranduda Growth Area framework plan for additional acute health, higher education, police and emergency services.

*Baranduda Fields*

• the council’s existing commitment to the development of the 100 hectare Baranduda Fields recreation precinct, a predominantly regional, higher order community infrastructure initiative, will be gradually developed over a long time frame (20 to 30 years). This proposal will position the municipality well for many higher order recreation forms as well as facilitating the relocation of some existing clubs and facilities from their present locations in the municipality to Baranduda Fields.

• the council has indicated that While the 100 hectare Baranduda Fields recreation precinct will be a predominantly regional facility, it will also provide a local sporting function.

• Baranduda Fields is located within the Leneva – Baranduda Growth Area framework plan and highlights the importance of reviewing other “local” active open space and recreation initiatives currently contained within the framework plan.

• The Wodonga Growth Strategy will have an important role in determining the number, location and composition of other local active open space and recreation initiatives within the framework plan area in light of the Baranduda Fields initiative and to what extent future development contributions are directed towards these facilities as opposed to local and regional components of the Baranduda Fields development.

• Given that the council has already purchased the land component of Baranduda Fields, there is also a case to be made for assessing how the Leneva – Baranduda Growth Area framework plan could reconfigure other proposed land uses including residential development to maximise the community benefits likely to be generated by the precinct.
General Findings and Conclusions

The general finding of this phase in preparation of the Wodonga Growth Strategy is that there is uncertainty in the current growth areas framework and that the city is in need of a strategy that encapsulates and clearly articulates the city’s position with regard to a number of contemporary growth area issues.

Having acknowledged the need for the strategy, it is evident from the findings of this report that the city is very well placed to pursue preparation of a growth strategy that will make a significant contribution to planning and development outcomes within the city.

The city is well placed to prepare and implement the growth strategy having regard to:

- Projected growth rates;
- The breadth of strategies and other investigations that have been conducted to date;
- General acceptance of the preferred direction of growth into the Leneva Valley;
- Potential short term rezoning of land in the Leneva Valley to the Urban Growth Zone;
- Recent release of higher order strategic investigations for the broader region;
- General acceptance of the role of the city as a growth area;
- Recent confirmation of the State Government intention to introduce a new development contributions system involving use of standard development contributions for regional areas;
- Lack of any significant servicing constraints;
- A well developed range of community services and facilities;
- The presence of the WREN network (NVPP);
- Existing ownership of the Baranduda Fields site;
- A well developed town centre with capacity for further development; and,
- An active land development sector.

Having regard to these and other strategic advantages, preparation of the Wodonga Growth Strategy offers a very significant opportunity to define preferred outcomes, to implement key infrastructure priorities with confidence and to demonstrate leadership in the development of the city.
# Index of figures and tables

## Figures

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Wodonga Current Growth Strategy</td>
<td>9</td>
</tr>
<tr>
<td>2</td>
<td>Leneva Structure Plan 2006</td>
<td>11</td>
</tr>
<tr>
<td>3</td>
<td>North Leneva Structure Plan 2006</td>
<td>12</td>
</tr>
<tr>
<td>4</td>
<td>Wodonga Central Area Master Plan 2006</td>
<td>13</td>
</tr>
<tr>
<td>5</td>
<td>Logic Land Use Structure Plan</td>
<td>14</td>
</tr>
<tr>
<td>6</td>
<td>Enterprise Park Land Use Structure Plan</td>
<td>14</td>
</tr>
<tr>
<td>7</td>
<td>Wodonga Road Strategy Plan</td>
<td>14</td>
</tr>
<tr>
<td>8</td>
<td>Existing S173 Agreements</td>
<td>24</td>
</tr>
<tr>
<td>9</td>
<td>Wodonga Existing Retail Hierarchy</td>
<td>36</td>
</tr>
<tr>
<td>10</td>
<td>Wodonga Proposed Retail Hierarchy</td>
<td>37</td>
</tr>
<tr>
<td>11</td>
<td>WREN Study Area</td>
<td>39</td>
</tr>
<tr>
<td>12</td>
<td>Open Space Network</td>
<td>40</td>
</tr>
<tr>
<td>13</td>
<td>Calculation Of Environmental Land</td>
<td>42</td>
</tr>
<tr>
<td>14</td>
<td>Current WREN Funding Status</td>
<td>45</td>
</tr>
<tr>
<td>14b</td>
<td>Wodonga Key Strategic Plans/Initiatives</td>
<td>47</td>
</tr>
<tr>
<td>15</td>
<td>AWC Developed Estates</td>
<td>63</td>
</tr>
<tr>
<td>16</td>
<td>Spatial Composition</td>
<td>64</td>
</tr>
<tr>
<td>17</td>
<td>Wodonga Forecast Areas</td>
<td>65</td>
</tr>
<tr>
<td>18</td>
<td>Wodonga Projected Population Increase To 2031</td>
<td>66</td>
</tr>
<tr>
<td>19</td>
<td>Average Annual Population Growth Rate 2011 To 2031</td>
<td>66</td>
</tr>
<tr>
<td>20</td>
<td>Population By 5 Year Age Group, 2011 And 2031</td>
<td>68</td>
</tr>
<tr>
<td>21</td>
<td>Forecast Change In Age Structure 5 Year Age Groups</td>
<td>68</td>
</tr>
<tr>
<td>22</td>
<td>Wodonga Median Lot Price And Lot Sales (1985-2014)</td>
<td>70</td>
</tr>
<tr>
<td>23</td>
<td>Regional Median Vacant Lot Price (1985-2014)</td>
<td>71</td>
</tr>
<tr>
<td>24</td>
<td>LDRZ and Rural Living Zoned Land</td>
<td>75</td>
</tr>
<tr>
<td>25</td>
<td>Residential Land Supply</td>
<td>76</td>
</tr>
<tr>
<td>26</td>
<td>Future Residential Land Supply</td>
<td>77</td>
</tr>
<tr>
<td>27</td>
<td>Number Of Residential Building Approvals By Type</td>
<td>77</td>
</tr>
<tr>
<td>28</td>
<td>Number Of Residential Lots Constructed By Supply Type</td>
<td>78</td>
</tr>
<tr>
<td>29</td>
<td>Average Annual Number Of Residential Lots Constructed By Small Area (Suburb)</td>
<td>78</td>
</tr>
<tr>
<td>30</td>
<td>Lot Size Profile Of Recently Constructed Residential Lots</td>
<td>79</td>
</tr>
<tr>
<td>31</td>
<td>Number Of Residential Building Approvals By Type, 2001/02 To 2012/13 -</td>
<td>79</td>
</tr>
<tr>
<td></td>
<td>Municipal Area Of Wodonga</td>
<td>79</td>
</tr>
<tr>
<td>32</td>
<td>Industrial Precincts Wodonga</td>
<td>83</td>
</tr>
<tr>
<td>33</td>
<td>Number Of Industrial Lots (Supply) By Lot Size Range, 2014</td>
<td>84</td>
</tr>
<tr>
<td>34</td>
<td>Existing Community Centres</td>
<td>87</td>
</tr>
<tr>
<td>35</td>
<td>Neighbourhood Centres And Libraries</td>
<td>87</td>
</tr>
<tr>
<td>36</td>
<td>Existing Education Facilities</td>
<td>89</td>
</tr>
<tr>
<td>37</td>
<td>Existing Recreational Facilities</td>
<td>90</td>
</tr>
<tr>
<td>38</td>
<td>Existing Health Services</td>
<td>89</td>
</tr>
<tr>
<td>39</td>
<td>Existing Aged Care Facilities</td>
<td>93</td>
</tr>
<tr>
<td>40</td>
<td>Existing Police And Emergency Services</td>
<td>93</td>
</tr>
<tr>
<td>41</td>
<td>Anticipated Water Infrastructure Upgrades</td>
<td>51</td>
</tr>
<tr>
<td>42</td>
<td>City Of Wodonga Proposed Classification Of Public Open Space Areas</td>
<td>40</td>
</tr>
<tr>
<td>43</td>
<td>Leneva Growth Corridor Demands</td>
<td>48</td>
</tr>
<tr>
<td>44</td>
<td>Leneva Growth Corridor Demands</td>
<td>48</td>
</tr>
<tr>
<td>45</td>
<td>Estimated Peak Wet Weather Flows (PWWF) Into West Wodonga WWTP</td>
<td>50</td>
</tr>
<tr>
<td>46</td>
<td>Anticipated Water Infrastructure Upgrades</td>
<td>51</td>
</tr>
<tr>
<td>47</td>
<td>Comparison Of VIF And ID Population And Household Projections</td>
<td>67</td>
</tr>
<tr>
<td>48</td>
<td>2013 Median Vacant Residential Lot Price</td>
<td>69</td>
</tr>
<tr>
<td>49</td>
<td>Demographic Profile Of Wodonga And Albury</td>
<td>72</td>
</tr>
<tr>
<td>50</td>
<td>Comparison Of Housing Trends In Albury And Wodonga</td>
<td>73</td>
</tr>
<tr>
<td>51</td>
<td>Normal Residential Lot/Dwelling Potential By Supply Type</td>
<td>74</td>
</tr>
<tr>
<td>52</td>
<td>Estimated Years Of Major Residential Land Supply</td>
<td>74</td>
</tr>
<tr>
<td>53</td>
<td>Number Of Industrial Subdivisions By Lot Size, 2006 To 2014</td>
<td>82</td>
</tr>
<tr>
<td>54</td>
<td>Adequacy (Years Of Supply) Of Industrial Land Stocks - Industrial Precincts,</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>2014</td>
<td>84</td>
</tr>
<tr>
<td>55</td>
<td>Current Community Infrastructure Provision Levels Within The City Of Wodonga</td>
<td>94</td>
</tr>
</tbody>
</table>

## Tables

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Characteristics Of A Growth Strategy</td>
<td>8</td>
</tr>
<tr>
<td>2</td>
<td>Existing Key Strategies And Policies</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>Relevance Of Each Case Study To Wodonga</td>
<td>28</td>
</tr>
<tr>
<td>4</td>
<td>Summary Of Performance Of Current Growth Strategy As Set In MSS</td>
<td>32</td>
</tr>
<tr>
<td>5</td>
<td>Recognition Of Issue And Availability Of Supporting Policy/Strategies</td>
<td>33</td>
</tr>
<tr>
<td>6</td>
<td>City Of Wodonga Proposed Classification Of Public Open Space Areas</td>
<td>40</td>
</tr>
<tr>
<td>7</td>
<td>Leneva Growth Corridor Demands</td>
<td>48</td>
</tr>
<tr>
<td>8</td>
<td>Leneva Growth Corridor Demands</td>
<td>48</td>
</tr>
<tr>
<td>9</td>
<td>Anticipated Water Infrastructure Upgrades</td>
<td>49</td>
</tr>
<tr>
<td>10</td>
<td>Estimated Peak Wet Weather Flows (PWWF) Into West Wodonga WWTP</td>
<td>50</td>
</tr>
<tr>
<td>11</td>
<td>Anticipated Water Infrastructure Upgrades</td>
<td>51</td>
</tr>
<tr>
<td>12</td>
<td>Comparison Of VIF And ID Population And Household Projections</td>
<td>67</td>
</tr>
<tr>
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<td>69</td>
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<td>72</td>
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<td>15</td>
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<td>73</td>
</tr>
<tr>
<td>16</td>
<td>Normal Residential Lot/Dwelling Potential By Supply Type</td>
<td>74</td>
</tr>
<tr>
<td>17</td>
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<td>74</td>
</tr>
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<td>Number Of Industrial Subdivisions By Lot Size, 2006 To 2014</td>
<td>82</td>
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<td>84</td>
</tr>
<tr>
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<td>94</td>
</tr>
<tr>
<td>21</td>
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<td>51</td>
</tr>
<tr>
<td>22</td>
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<td>40</td>
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<tr>
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<td>48</td>
</tr>
<tr>
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<td>48</td>
</tr>
<tr>
<td>25</td>
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<td>50</td>
</tr>
<tr>
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<td>51</td>
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