Wodonga Council minutes for the Special meeting of the council held at The Cube Wodonga – 118 Hovell St, Wodonga on October 13, 2017.

Present

Cr A Speedie (Mayor)
Cr K Bennett
Cr L Hall
Cr D Lowe
Cr R Mildren
Cr T Quilty

In attendance

Ms P Harrington  Chief Executive Officer
Mr T Ierino  Director Business Services
Ms D Mudra  Director Community Development
Mr L Schultz  Director Planning and Infrastructure
1. **Calling to order**

   The meeting was called to order at 12.15pm by the Mayor.

2. **Statement of acknowledgement**

   The Mayor read the following:
   
   *We acknowledge the traditional owners of the land on which we are meeting. We pay our respects to their Elders and to Elders from other communities who may be here today.*

3. **Apologies and requests for leave of absence**

   Cr Watson was granted leave of absence for October and was an apology for this meeting.

4. **Declaration under Acts, Regulations, Codes or Local Laws**

   **Recording of council meeting**
   The Mayor advised that in accordance with clause 67.1 of the Meeting Procedure Local Law, the council had approved the use of audio, video or still image recording devices for the duration of this special meeting.

5. **Declaration by councillors of any conflict of interest**

   There were no conflict of interest disclosures.

6. **Officers reports for determination**

   6.1 Two Cities, One Community - Stronger Together

7. **Urgent business**

8. **Confidential urgent business**

9. **Close of meeting**
<table>
<thead>
<tr>
<th>Environment</th>
<th>Minor (4)</th>
<th>Moderate (3)</th>
<th>Major (2)</th>
<th>Catastrophic (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial</td>
<td>Little to no impact on revenue or expenditure</td>
<td>Moderate impact on revenue or expenditure</td>
<td>Major impact on revenue or expenditure that will result in a council budget revision</td>
<td>Total impact on revenue or expenditure that may lead to the organisation being placed into administration</td>
</tr>
<tr>
<td>Service Delivery</td>
<td>Disruption to program, project or service with no downtime. May be dealt with by routine operations or management action and have limited impact on objectives</td>
<td>Require management initiated review and have some impact on the business unit's program, project or service, or on its strategic objectives. Temporary loss of key data.</td>
<td>Would threaten the continuation of a business unit's program, project, or critical service. Impact adversely on the Business Unit's strategic objectives. Unrecoverable loss of key data.</td>
<td>Would threaten the organisation's viability or would not allow the organisation to achieve its objectives</td>
</tr>
<tr>
<td>Reputation</td>
<td>Limited political/community sensitivity. No reputational damage. Resolved in normal operational management</td>
<td>Some political/community sensitivity and local media scrutiny and/or requires external audit</td>
<td>Results in significant political community sensitivity and media scrutiny or may result in a commission of inquiry or request for information.</td>
<td>Results in extreme political/community sensitivity or media scrutiny or may result in a commission of inquiry or request for information.</td>
</tr>
<tr>
<td>Safety</td>
<td>May result in minor injury or reversible health damage which may be dealt with through primary First Aid</td>
<td>Result in injury or health impacts that are reversible, but may require medical attention but limited ongoing treatment</td>
<td>Result in life-threatening or serious injury which is irreversible requiring medical attention and ongoing treatment</td>
<td>Result in death or permanent disability of one or more people</td>
</tr>
<tr>
<td>Legislative Compliance</td>
<td>Minor technical breach but no damages</td>
<td>Minor technical non-compliance and breaches of regulations or law with potential for minor damage or monetary penalty.</td>
<td>Major compliance breach with potential exposure to large damages or awards.</td>
<td>Sanction compliance breach with potential prosecution with maximum penalty imposed.</td>
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### Likelihood

<table>
<thead>
<tr>
<th>Almost Certain (A)</th>
<th>Can be expected to occur in most circumstances (i.e. weekly)</th>
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</thead>
<tbody>
<tr>
<td>Likely (B)</td>
<td>Will probably occur in most circumstances in the future (i.e. monthly)</td>
</tr>
<tr>
<td>Possible (C)</td>
<td>May occur in some circumstances in the future (i.e. yearly)</td>
</tr>
<tr>
<td>Unlikely (D)</td>
<td>Could occur at some time in the future, but doubtful (i.e. every 2-10 years)</td>
</tr>
<tr>
<td>Rare (E)</td>
<td>Expected to occur in exceptional circumstances (i.e. 10 years)</td>
</tr>
</tbody>
</table>

### Consequence

- **Almost Certain (A):**
  - Minor: Significant
  - Moderate: High
  - Major: Extreme
  - Catastrophic: Extreme

- **Likely (B):**
  - Minor: Low
  - Moderate: Medium
  - Major: Significant
  - Catastrophic: High

- **Possible (C):**
  - Minor: Low
  - Moderate: Medium
  - Major: Significant
  - Catastrophic: High

- **Unlikely (D):**
  - Minor: Low
  - Moderate: Medium
  - Major: Significant
  - Catastrophic: High

- **Rare (E):**
  - Minor: Low
  - Moderate: Medium
  - Major: Significant

### Response based on risk score

- Extreme - Council/CEO's attention immediately required. Possibly avoid undertaking the activity OR implement new controls
- High - Director's attention required. Consider suspending or ending activity OR implement additional controls
- Significant - Manager's attention required. Ensure that controls are in place and operating and management responsibility is agreed.
- Medium - Manage through usual procedures and accountabilities
- Low - Add treatments where appropriate

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**Bolded text** indicates the highest level of risk, requiring immediate attention and the implementation of control measures.
6.1 - Two Cities, One Community - Stronger Together

Purpose of report

To consider an historic partnership agreement between Albury City Council and Wodonga City Council to work together to plan, develop and grow the Albury Wodonga region.

Background

Located on the southern border of NSW, and the north eastern border of Victoria, Albury Wodonga is the 20th largest city in Australia and one of the nation’s largest single regional inland communities.

With a population in the order of 100,000, and servicing a regional community in excess of 180,000, Albury Wodonga is the major centre providing employment, shopping, education and critical health, professional, recreational, entertainment and cultural services for the regions residents.

Strategically located between Melbourne, Sydney and Canberra on the Hume Freeway and Inland Rail Corridor, and in heart of the Riverina Murray, Albury Wodonga supports around 8,000 local businesses which contribute more than $5.9 Billion in Gross Regional Product.

Both Albury and Wodonga have significant tracts of master-planned residential land with a combined capacity for more than 100,000 additional residents, major industrial developments and community infrastructure.

With an abundance of high quality, competitively priced commercial and industrial land and first-class road, rail and air freight and passenger networks to connect businesses to their major markets, both nationally and internationally, Albury Wodonga is primed to attract new and existing business investment. Its offer includes:

- a skilled and stable workforce;
- available land at a fraction of the cost of metropolitan land prices;
- very affordable housing;
- access to major highway and inland rail freight route with container access to 75% of Australia’s population within 24 hours;
- NBN and high speed broadband communications. Albury Wodonga is located on the main Melbourne-Canberra-Sydney optic fibre interconnect;
- lower cost of operation and living;
- in excess of 180 passenger flights per week, direct to Sydney, Melbourne, Gold Coast and Brisbane;
- quality health, education, entertainment, and retail services with significant opportunity and choice;
- healthy living and lifestyle;
- reliable water supply;
- access to utility and energy networks.
As a major regional centre we have immediate capacity for growth, where congestion is not a factor, commute times are short, productivity is high and the lifestyle offer is outstanding. We therefore offer a real alternative to the congestion of the major capital cities and can position ourselves to leverage off the opportunities this brings, as well as continuing to improve the lifestyles of our existing community.

Albury Wodonga with growth in both residential and Central Business Areas, is now alive with possibilities and have the potential to identify a point of difference in its future plans and profile. We have the opportunity to play a role in the international arena – and take with it accessible options to our community for growth, investment and visitation.

Working collaboratively has a number of strategic benefits. As the 20th largest city in Australia, boasting size, access, facilities and connectivity, we are well placed nationally to present ourselves as a viable and attractive alternative for businesses seeking to establish a new or relocate an existing base, and as an alternative residential lifestyle choice to metropolitan cities.

Smart Cities Program – funding opportunities

The Australian Government has established a $50 million competitive Smart Cities and Suburbs Program to support projects that apply innovative technology-based solutions to urban challenges.

The guidelines encourage eligible organisations – local governments, private companies, research organisations and not for profit bodies – to deliver collaborative smart city projects that improve the liveability, productivity and sustainability of Australian cities, suburbs and towns.

For the purposes of the program, smart technologies generate, store, communicate and process data. Smart technologies enable local governments and their communities to work together and make better decisions about designing, delivering and using public assets, services and spaces.

Smart technology can help local governments to:
- actively engage the community in planning and policy decisions
- address economic, social and environmental challenges
- increase the efficiency and effectiveness of urban service delivery.

Albury and Wodonga Councils are currently working to jointly develop a Smart Community Framework. The framework will guide the creation of a Smart Community by identifying the elements necessary to achieve a successful and integrated program of smart and connected services, and provide a basis for the planning and implementation of integrated, smart and connected services for the community. It will include a strategic road map that details the Smart Community services, prioritised and sequenced across the community.
City Deals

One component of the Smart Cities Plan is City Deals. City Deals are an agreement between the Australian Government, a state or territory government, and local governments. Their aim is to develop collective plans for growth and commit to the actions, investments, reforms and governance needed to implement them.

City Deals will set out the specific investments and reforms to unlock business and industry development and improve community wellbeing. The stated aim of Government is for City Deals to drive reform through incentivising actions and accountabilities at the state and local level and to provide a coordinated investment plan for cities.

City Deals will also aim to improve the productivity and livability of regional centres. Cities, or parts of cities, will be selected through consultation with state and territory governments, prioritising areas where the opportunities are greatest.

Albury Wodonga’s City Deal offer is unique in that it would provide an opportunity for integrated cross border strategic planning and infrastructure development of a regional city.

Working together better positions us to be considered for a City Deal or other grant opportunities provided by future rounds of the Smart Cities and Suburbs Program, than would likely be possible by going alone.

As enunciated in a joint council letter to the Federal Government “The Smart Cities Plan could change the future of Albury Wodonga, ensuring it is well placed to 'realise its full potential' and become one of the most significant cities in regional Australia. It can improve our collective capacity for growth and development by maximising engagement, support and investment from all three levels of Government.”

Partnership Agreement

It is clear that our two cities are intrinsically and interdependently linked. They operate as one economy and as one community. Our combined residents share and enjoy the facilities, venues, infrastructure and services that exist in both cities, and across the region.

Our two councils have a track record of collaboration on a number of levels, achieving successful outcomes for our community:-

- Both are members of the Alliance of Councils and Shires of the Upper Murray (ACSUM);
- Rail collaboration group which achieved a recent $140m funding announcement to upgrade the passenger rail corridor between Albury Wodonga and Melbourne;
6.1 - Two Cities, One Community - Stronger Together (cont’d)

- Halve waste program and waste management contract becoming a leader nationally in introducing full organics waste collection and treatment services;
- Destination marketing and visitor economy trends;
- Albury Wodonga business survey;
- Smart community framework development which will seek to provide digital solutions to urban planning challenges for both cities;
- Created a combined digital economy strategy;
- Successfully held a sustainable living festival;
- Delivered or attracted a range of other major cross border events;
- Recently sought tenders for a twin city Aquatics Services contract;
- Albury Wodonga Community Guide.

In working to develop the Albury 2030 and the Wodonga 2033 Community Strategic plans one message came through quite clearly - The community wants the two councils to collaborate and partner to achieve the wider, and common, aspirations and ambitions of the wider community. The community wants both councils to deliver value for money and adopt a regional perspective.

It is proposed that Albury and Wodonga councils enter an historic agreement that provides an undertaking by the councils to work together to plan, develop and grow the Albury Wodonga community, and as a consequence, the wider region.

The vision of the agreement is to unleash our potential and drive innovation for the benefit of the region and the nation. It will do this through a combined focus on four key pillars – leadership, economy, environment and community.

Two Cities One Community - Community Strategic Plan (Draft)

A draft Community Strategic Plan has been developed. It provides for a combined strategic direction for the Albury Wodonga community by exploring the commonality and alignment of the existing Albury 2030 and Wodonga 2033 Community Strategic Plans.

The opportunity to adopt a “one community” approach, with improved integration, productivity and social, environmental and economic development focussed on future growth, is seen as something that will continue to benefit both communities over the long term by supporting the achievement of identified goals and aspirations.

This collaborative approach will also ensure both councils are well positioned to take advantage of future government funding opportunities to improve infrastructure and stimulate growth.

The Draft Two Cities One Community Strategic Plan sets out long term objectives and goals derived from listening to our community about a desired future.

A ‘Have a Say’ process will be undertaken to gain feedback on the draft Plan, on completion of which an Action Plan will be developed detailing how and when
6.1 - Two Cities, One Community - Stronger Together (cont’d)

actions will be delivered in the shorter term. This Action Plan will be reviewed and updated annually as part of the two Council’s operational planning and budget process.

It is proposed that both councils report back to their respective communities on progress against the objectives of the plan, and review and further update the plan as required.

Working Group

An initial working group comprising the Mayor, Chief Executive Officer/General Manager, two councillors and selected staff from both cities was established to assist in developing the proposed Partnership Agreement and draft Community Strategic Plan.

It is proposed that a Two Cities One Community Working Group be formally established and continue to convene on a regular basis. The key functions of this working group will include:

- Reviewing community feedback and recommending changes to the draft Community Strategic Plan (CSP) based on that feedback;
- Overseeing the development of an Action Plan aimed at delivering on the CSP;
- Developing performance indicators and monitoring progress against these indicators;
- Other coordination activity that arises from time to time;
- Overview the ongoing communications program;
- Consider feedback and present recommendations to the respective councils relating to the above functions/activities.

It is proposed that Council nominate the Mayor and two Councillors to the Two Cities One Community Working Group.

Financial implications

No financial implications arise directly from the signing of the Partnership Agreement per se. It is envisaged that in the longer term the two councils will work collaboratively on bodies of work that ordinarily would be completed individually anyway by the two cities. There is unlikely to be any material difference to cost of developing these bodies of work. Indeed it is possible that cost savings can be achieved through the synergies created in developing a single strategy (on a particular topic) that considers the needs of one community compared with two individual strategies.

With regard to capital investments, each project will need to be assessed on a case by case basis. Again it is envisaged that in the long term overall cost savings can be achieved through a more coordinated and strategic approach to infrastructure investment that better utilises facilities for the benefit of residents on both sides of the border, and potentially reduces or eliminates duplication of investment.
Environmental implications

There are no direct environmental implications from entering a Partnership Agreement per se. It is however envisaged that superior environmental outcomes may be achieved through a coordinated approach to addressing environmental challenges.

Social / cultural implications

There are no direct social or cultural implications from entering a Partnership Agreement per se. It is however envisaged that superior community outcomes may be achieved through a coordinated approach to tackling social challenges on both sides of the border.

Legislative implications

There are no direct legal implications of signing this agreement. In the longer term this partnership will provide a stronger platform to lobby for all governments to aim towards addressing cross border anomalies.

Community engagement

It is proposed that a ‘Have a Say’ process be undertaken to encourage community consideration and feedback on the draft Two Cities One Community Strategic Plan. Accordingly, the draft will be placed on exhibition for a minimum of 28 days.

Awareness of the Partnership Agreement and draft Community Strategic Plan will be raised via:-

- Facebook posts
- Live streaming and recordings of the joint meeting posted on council websites
- Other posts on council websites
- Media opportunities
- Use of dedicated Two Cities One Community branding on all collaboration documentation and event material

At the conclusion of the exhibition period the elected Working Group will consider all submissions and suggest amendments to the draft CSP for both councils to consider in due course. An Action Plan to support achievement of outcomes identified in the Community Strategic Plan will also be developed and reported to Council and the community every six months.
6.1 - Two Cities, One Community - Stronger Together (cont’d)

Options for consideration

1. Do nothing: - Continue with the status quo and do not have a formal agreement to support and encourage further collaboration between the two Councils for the long term benefit of both cities
   Not recommended

2. That Council:
   a. Adopt the Two Cities One Community Partnership Agreement between Albury City Council and Wodonga City Council;
   b. Nominate the Mayor and two Councillors as its representatives on the Two Cities One Community Working Group;
   c. Adopt the draft Two Cities One Community - Community Strategic Plan and place it on public exhibition for a period of 28 days.
   d. Receive a subsequent report presenting the final Two Cities One Community Strategic Plan, incorporating any community feedback received through the exhibition process, and an Action Plan detailing collaboration initiatives that will support achievement of outcomes identified in the Community Strategic Plan.
   Recommended.

Conclusion

Albury and Wodonga councils have a unique opportunity to enter into an historic agreement for collaboration which is unprecedented between two border councils.

This proposal is not about revisiting ‘one city’ concept, but rather, is about promoting two cities working together as one community, and through that collaboration realising and releasing the full potential that can be created by working together as a much larger community and economy.

This proposal responds to the loud and clear message both councils received from their respective communities when developing their community plans (Albury 2030 and Wodonga 2033 Community Strategic Plans), and that is – please work together for the benefit of both cities, and realise the opportunity to achieve community aspirations and ambitions, deliver value for money and to adopt a regional perspective.

The two councils are already collaborating on a range of projects including the regional waste contract and Halve Waste initiative, destination marketing through visitalburywodonga, the digital economy strategy, Hume passenger rail study and ongoing advocacy, event attraction and more.

This Partnership Agreement formalises and gives structure to the current co-operative approach to planning, funding and building major infrastructure and facilities across the two cities. This new integrated approach will improve our ability to; identify initiatives that provide shared benefit for both communities and deliver
value for money, overcome cross border issues, attract funding from other levels of government and attract new investment and jobs. It will also allow us to realise Albury Wodonga’s potential to become one of Australia’s most significant regional cities.

Extensive community consultation and engagement has already been undertaken in the creation of the Albury 2030 Community Strategic Plan and Wodonga 2033 Plan. Drawing on the key priorities from these two plans, a draft Two Cities One Community Strategic Plan has been developed This draft is presented for adoption and public exhibition to enable feedback to be considered prior to its finalisation.

A subsequent report will be presented to Council detailing the outcomes of the public exhibition process and any proposed amendments to the Two Cities One Community Strategic Plan. An Action Plan will also be presented for adoption to support the achievement of identified outcomes in that Plan.

(Note: This agenda paper mirrors an equivalent agenda paper being considered by Albury City Council at an extraordinary meeting immediately preceding this special meeting of Wodonga City Council. This paper has been developed in collaboration with Albury City Council and is co-authored by Tracey Squire, Director Economic Development and Tourism, Albury City Council).

Attachments

The following documents are attached to this report:
- Attachment A: Two Cities One Community Partnership Agreement
- Attachment B: Two Cities One Community - Community Strategic Plan

Tabled papers

Nil

Declaration of conflict of interests

Under section 80C of the Local Government Act 1989 officers providing advice to the council must disclose any interests, including the type of interest.

Chief Executive Officer - Patience Harrington
In providing this advice, I have no interests to disclose in this report.

Director Business Services - Trevor Ierino
In providing this advice as the report author, I have no interests to disclose in this report.
6.1 - Two Cities, One Community - Stronger Together (cont’d)

**Recommendation**

That Council:

- a. Adopt the Two Cities One Community Partnership Agreement between Albury City Council and Wodonga City Council;
- b. Nominate the Mayor, and Councillors Lowe and Watson as its representatives on the Two Cities One Community Working Group;
- c. Endorse the draft Two Cities One Community - Community Strategic Plan and place it on public exhibition for a period of 28 days; and
- d. Receive a subsequent report presenting the final Two Cities One Community Strategic Plan, incorporating any community feedback received through the exhibition process, and an Action Plan detailing collaboration initiatives that will support achievement of outcomes identified in the Community Strategic Plan.

**Motion**

Crs Danny Lowe / Kat Bennett

That the recommendation be adopted.  

*Carried*
UNLEASHING POTENTIAL AND INNOVATION IN OUR REGION

PARTNERSHIP AGREEMENT

Between
Albury City Council
and
Wodonga City Council
1. PREAMBLE

1.1. This agreement provides an undertaking by the Councils to work together to plan, develop and grow the Albury Wodonga region.

1.2. In working with the community to create the Albury 2030 and Wodonga 2033 Community Strategic Plans, it is clear that our community wants the Councils to collaborate and partner to achieve community aspirations and ambitions, deliver value for money and to adopt a regional perspective.

1.3. Our two cities are intrinsically linked, interdependent and function collectively. Our communities and economies share the facilities, venues, infrastructure and services that exist in the cities and across the region. Our communities consist of individuals that seek regional leadership and advocacy on State and Federal government issues that impact their day to day lives.

1.4. The Australian Government’s Smart Cities Plan, adopted in 2016, encourages all three levels of government, sectors – both public and private, industry and communities to work collectively to develop ‘...plans for growth and commit to the actions, investments, reforms and governance needed to implement them’. The objective being to ‘...build an agile, innovative and prosperous nation’. The Smart Cities Plan, incorporating the City Deals and Smart Cities and Suburbs Programs, has created a further impetus for the formalisation of the collaboration between the two cities, which has been occurring on a project basis for many years.

2. VISION

2.1. Through a combined focus on four key pillars - leadership, economy, environment and community, we will unleash our potential and drive innovation for the benefit of the region and the nation.
3. OBJECTIVES OF AGREEMENT

3.1. Drive the achievement of community aspirations and ambitions as identified in Albury 2030 and Wodonga 2033 Community Strategic Plans.

3.2. Adopt a holistic approach to regional planning and strategy to ensure successful implementation over the long term and the achievement of identified objectives.

3.3. Maximise benefits derived from the Councils’ limited capital funds by adopting a co-operative approach to planning, funding and implementing major infrastructure and facilities.

3.4. Use our combined forces to advocate for and attract investment (public and private) that brings innovation to, and strengthens, the local economy and the Albury Wodonga lifestyle.

3.5. Engage and consult our community to ensure we speak with ‘one voice’.

3.6. Deliver outcomes and value for money through improved cooperation, while ensuring all initiatives provide shared benefit.

3.7. Engage, involve and partner with key stakeholders, business and industry, universities, TAFE and regional Councils.

3.8. Partner with the NSW, Victorian and Australian Governments to better inform decision making, infrastructure investment, service delivery and to overcome cross border issues.

3.9. Unlock productivity improvements through cross border issue resolution.

3.10. Identify, utilise and share open source data to build understanding and inform strategy and decision making.

4. DOMAINS FOR ACTION

4.1. Establish a ‘One Community’ Committee/Working Group which includes the General Manager/CEO’s, one Director/Manager, two Councillors and Mayors of AlburyCity and City of Wodonga, and report progress to the community on a six monthly basis.

4.2. Develop a ‘One Community’ Albury Wodonga community strategic plan drawing on Albury 2030 and Wodonga 2033.

4.3. Develop a brand identity to support the “Two Cities – One Community” initiative.

4.4. Identify shared strategic planning priorities and develop a timetable for their review/creation.

4.5. Determine regional infrastructure, economic and community development, and environmental priorities that facilitate the achievement of the ‘One Community’ vision.

4.6. Create proposals for presentation to the NSW, Victorian and Australian Governments.

4.7. Keep the community involved and informed about progress, activities and achievements.
5. AGREEMENT

5.1. The Councils agree to work cooperatively to deliver on the objectives set out in this agreement and the achievement of the ‘One Community’ vision.

5.2. The Councils will act in accordance with the spirit of the agreement and commit to the following:

5.2.1. Honesty, openness and decisiveness in all dealings;
5.2.2. Respect for each Councils’ objectives and operational requirements;
5.2.3. Sharing of information, expertise and resources where appropriate;
5.2.4. Encouragement and support;
5.2.5. Provision of timely and accurate information; and
5.2.6. Recognition of team work and cooperation in achieving goals.
5.2.7. Maintaining confidentiality where required
5.2.8. Jointly promoting activities and initiatives

5.3. Variations to this agreement can only be made in writing by agreement between the Councils.

________________________      ______________________
Cr Kevin Mack                  Cr Anna Speedie
Mayor                          Mayor
Albury City Council            Wodonga City Council
__/__/__/                     __/__/__/
Albury City and Wodonga Council acknowledge the traditional owners of this land on which we stand and pay our respects to their Elders past, present and future, for they hold the memories, the tradition and the culture of all Aboriginal and Torres Strait Islander People.
MESSAGE FROM THE MAYORS

A partnership between Albury and Wodonga is not a new idea. But it is the right time.

In talking with our communities while developing the Albury 2030 community strategic plan and Wodonga 2033 vision, we heard a clear message that the councils should work more closely together to achieve community aspirations and ambitions, deliver value for money and to adopt a regional perspective.

Albury and Wodonga are intrinsically linked but interdependent, functioning separately and working together.

Our community does not necessarily see a border. They cross a river to share facilities, venues, infrastructure and services. They expect community leaders to adopt a regional perspective and advocate to state and federal governments on issues that impact their day to day lives.

Our councils already collaborate on a range of projects including the regional waste contract and Halve Waste Initiative; destination marketing through Visit Albury Wodonga; the digital economy strategy; Hume passenger rail study; ongoing advocacy; and, joint event attraction.

This is a unique opportunity to develop a way forward that benefits our community as whole with the aim of improving integration, productivity and social and economic development. It will focus on future growth that will continue to add value to both cities.

Our partnership will allow us to consider how programs being delivered in the two cities can be pooled and consolidated to enable greater community impact.

This collaborative approach will ensure the two councils are well positioned to take advantage of future government funding opportunities to improve infrastructure and growth.

Through a combined focus on four key pillars; leadership, economy, environment and community, we will unleash our potential and drive innovation for the benefit of the region and the nation.

Combining the visions and common priorities of our people, the Two Cities One Community Strategic Plan sets out long-term goals and actions to guide the collaboration of our councils for the next few years, to realise opportunities that benefit our community and to continue to build on an enduring partnership.

We will report back to you on progress against the goals of this plan on a regular basis and review and update your priorities as required.

We will celebrate the successes, monitor and adapt areas that need change, and together we will achieve the goals of our one community.

Because we are stronger together.

Cr Kevin Mack
Albury City Mayor

Cr Anna Speedie
Wodonga Mayor

TWO CITIES ONE COMMUNITY DRAFT STRATEGIC PLAN
**OUR MISSION**

**TWO CITIES ONE COMMUNITY**

STRONGER TOGETHER

Our mission is to work together to achieve our community goals now and into the future. We understand that we are stronger together and can achieve more when working in collaboration. We will build on our current partnerships and shared values for the betterment of Albury and Wodonga.
ABOUT US

Albury Wodonga is recognised as Australia’s 20th largest city with a combined population of almost 100,000 residents. The cities are strategically located on either side of the Murray River approximately 300 kilometres north-east of Melbourne and 580 kilometres south-west of Sydney.

The Albury Wodonga economy is strong with both cities performing significant roles in the region. The combined gross regional product for Albury Wodonga is $5.895 billion
(Source: December 2016 - REMPLAN)

Population forecast

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TOP 5 INDUSTRY SECTORS

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<td>Education</td>
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TOP 5 INDUSTRY SECTORS

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<tr>
<th>Sector</th>
<th>Value Add</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renting, hiring and real estate</td>
<td>$788m</td>
</tr>
<tr>
<td>Public Admin &amp; Safety</td>
<td>$729m</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>$714m</td>
</tr>
<tr>
<td>Health &amp; Social Assistance</td>
<td>$499m</td>
</tr>
<tr>
<td>Financial and Insurance</td>
<td>$350m</td>
</tr>
</tbody>
</table>
If Albury Wodonga was made up of 100 people, there would be:

<table>
<thead>
<tr>
<th>MALES</th>
<th>FEMALES</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>49</td>
<td>51</td>
<td>100</td>
</tr>
</tbody>
</table>

- 26 aged from 0-14 years
- 18 aged between 60-69 years
- 4 over the age of 80

- 52 aged between 20-59 years

- 10 were born overseas
- 40 identify as Australian
- 35 as English
- 14 as Irish
- 2 as Aboriginal or Torres Strait Islander

- 28 are couples with children
- 27 are couples without children
- 28 live alone

- 33 completed Year 12 or equivalent

- 28 own their home
- 32 have a mortgage
- 33 are renting

- 24 households have an income of more than $2000 a week

Source: Australian Bureau of Statistics. In households and homes, not all categories included, numbers will not all add to 100.
OUR COMMITMENT

Our two councils, through an historic partnership agreement, have pledged to work more closely together to plan, grow and develop the region. We’ve agreed to work co-operatively to deliver the Two Cities One Community mission.

PARTNERSHIP AGREEMENT OBJECTIVES

1. Drive the achievement of community aspirations and ambitions as identified in Albury 2030 and Wodonga 2033 Community Strategic Plans.
2. Adopt a holistic approach to regional planning and strategy to ensure successful implementation over the long term and the achievement of identified objectives.
3. Maximise benefits derived from the Councils' limited capital funds by adopting a co-operative approach to planning, funding and implementing major infrastructure and facilities.
4. Use our combined forces to advocate for and attract investment (public and private) that brings innovation to, and strengthens the local economy and the Albury Wodonga lifestyle.
5. Engage and consult our community to ensure we speak with 'one voice'.
6. Deliver outcomes and value for money through improved cooperation, while ensuring all initiatives provide shared benefit.
7. Engage, involve and partner with key stakeholders, business and industry, universities, TAFEs and regional Councils.
8. Partner with the NSW, Victorian and Commonwealth Governments to better inform decision making, infrastructure investment, service delivery and to overcome cross border issues and constraints.
9. Unlock productivity improvements through cross border issue resolution.
10. Identify, utilise and share open source data to build understanding and inform strategy.
WHAT YOU TOLD US

In 2017, AlburyCity and Wodonga Council finalised reviews of their Community Strategic Plan and Council Plan respectively.

The reviews involved months of consultation with the community, key stakeholders and relevant state agencies. This helped to see what had changed since the last strategic plan and enabled a look at new priorities for the future.

The final documents were adopted by Councils earlier in 2017. There were a number of consistent messages and themes throughout the two documents, one of which was the community’s desire for the two councils to partner and plan for future growth.

Wodonga 2033 and Albury 2030 were developed by listening to the aspirations of the community. Four priorities were identified:

1. Our Economy
2. The Environment
3. Our Community
4. Partnering in Leadership

The consultation also revealed regional priorities. This is what residents say are most important to them. These results have helped inform the goals of this combined strategic plan.

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>REGIONAL PRIORITIES</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Economic development, including investment and jobs growth</td>
<td>43.8</td>
</tr>
<tr>
<td>2</td>
<td>Liveability</td>
<td>26.5</td>
</tr>
<tr>
<td>3</td>
<td>Infrastructure, including roads, drains and footpaths</td>
<td>24.7</td>
</tr>
<tr>
<td>4</td>
<td>Health and health services</td>
<td>24.1</td>
</tr>
<tr>
<td>5</td>
<td>Sport and recreation</td>
<td>23.2</td>
</tr>
<tr>
<td>6</td>
<td>Education and training</td>
<td>22</td>
</tr>
<tr>
<td>7</td>
<td>Planning and managing growth</td>
<td>17.8</td>
</tr>
<tr>
<td>8</td>
<td>Public transport</td>
<td>16.8</td>
</tr>
<tr>
<td>9</td>
<td>Tourism</td>
<td>15.4</td>
</tr>
<tr>
<td>10</td>
<td>Sustainability</td>
<td>14.1</td>
</tr>
<tr>
<td>11</td>
<td>Natural environment</td>
<td>14.2</td>
</tr>
<tr>
<td>12</td>
<td>Water and water security</td>
<td>7.7</td>
</tr>
</tbody>
</table>
In talking with our communities while developing the Albury 2030 community strategic plan and Wodonga 2033 vision, we heard a clear message that the councils should work more closely together to achieve the following community aspirations.

<table>
<thead>
<tr>
<th>OUR ECONOMY</th>
<th>THE ENVIRONMENT</th>
<th>OUR COMMUNITY</th>
<th>PARTNERING IN LEADERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>We want council to plan and cater for increased population growth.</td>
<td>Preserve the beautiful area we live in</td>
<td>Continue to provide facilities for all ages and cultures</td>
<td>Promote civic participation</td>
</tr>
<tr>
<td>We want you to continue to promote business, investment and growth.</td>
<td>Harmony with others and the environment</td>
<td>Improve the health, well-being and social outcomes of the community</td>
<td>Continue to work together to maximise opportunities that arise</td>
</tr>
<tr>
<td>We want improved public transport and parking.</td>
<td>Built environment, rural feel</td>
<td>Improve connectivity to other cities</td>
<td>Provide strong leadership and governance</td>
</tr>
<tr>
<td>More opportunities for development and jobs</td>
<td>Increase awareness in sustainability and environmental issues</td>
<td>Foster a healthy, safe, equitable and inclusive community</td>
<td>Continue to provide opportunities for community engagement</td>
</tr>
<tr>
<td>Be a leader in natural resource management</td>
<td>Education, awareness and advocacy</td>
<td>Address regional priorities with an integrated approach</td>
<td></td>
</tr>
<tr>
<td>Improve environmental infrastructure and services</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
GOALS

Based on what our community told us, we have developed the following long-term goals. This is where the community wants Albury Wodonga to be in the future. The Two Cities One Community Action Plan identifies how we hope to work together to achieve these goals.

SECTION 1: OUR ECONOMY

1.1 We have managed the growth and development of our community for the betterment of all

1.2 We are a destination that offers a variety of experiences, attractions and events

1.3 We promote business, investment and jobs

1.4 Public transport and connectivity meets community needs

1.5 We are a destination of choice for new residents considering a ‘city change’

SECTION 2: THE ENVIRONMENT

2.1 We have a high level of awareness of sustainability and environmental issues

2.2 We preserve and experience the beautiful and unique area we live in

2.3 We are a leader in natural resource management

2.4 We are acting to ensure the sustainability of our environment
SECTION 3: OUR COMMUNITY

3.1 We are recognised as a cultural and creative region, that embraces and celebrates diversity

3.2 We are a liveable community, connected to our region and other cities

3.3 Our community is healthy and has a strong sense of wellbeing

3.4 We are a caring, equitable and inclusive community

SECTION 4: PARTNERING IN LEADERSHIP

4.1 Regional priorities and cross-border issues are addressed by an integrated approach

4.2 Our community is well-connected, informed and engaged

4.3 Our Councillors continue to provide strong leadership and governance

4.4 Our Councillors collaborate with other agencies and all levels of government
ACTIONS, MONITORING AND REPORTING

Achieving the goals of the Two Cities One Community Strategic Plan is a step by step process.

First, we need to identify the actions (projects and/or strategies) and resources (human and financial) that will help achieve the higher level, long-term goals of the plan. This will become the Action Plan on which we will base our planning, decision-making and reporting back to the community.

There are a range of actions that sit under the objectives and goals of the Two Cities One Community Strategic Plan. This includes a mix of short and mid-term actions, along with longer term strategies.

An Action Plan sits alongside this Strategic Plan. It shows how we will implement the identified priorities. The Action Plan will be reviewed annually as part of Council’s budget process and made available to the community for comment prior to being finalised.

There will be six-monthly reports to Council and information included in each Council’s Annual Report regarding the progress of the Two Cities One Community Action Plan. These reports will be available to the community from the Councils and on the Two Cities One Community website.

alburywodonga.gov.au

This website will provide the community with a platform to learn more about the partnership agreement as well as provide updates on projects and joint initiatives. It will also enable community members to put forward their ideas for greater collaboration between the two councils.
Clause 23 of the council's Meeting Procedure Local Law (no. 1 of 2009) states:

If the agenda for an Ordinary meeting makes provision for urgent business, business cannot be admitted as urgent business other than by resolution of Council and only then if it:

a) relates to or arises out of a matter which has arisen since distribution of the agenda; or

b) cannot safely or conveniently be deferred until the next Ordinary meeting or involves a matter of urgent community concern.

There was no confidential urgent business.
Clause 23 of the council's Meeting Procedure Local Law (no. 1 of 2009) states:

If the agenda for an Ordinary meeting makes provision for urgent business, business cannot be admitted as urgent business other than by resolution of Council and only then if it:

a) relates to or arises out of a matter which has arisen since distribution of the agenda; or

b) cannot safely or conveniently be deferred until the next Ordinary meeting or involves a matter of urgent community concern.

A confidential urgent business item also needs to stipulate the reason for the matter being considered as confidential in accordance with section 89 (2) and section 89 (3) of the *Local Government Act* 1989.

There was no confidential urgent business.
• Chairperson to close the meeting.

There being no further business the meeting closed at 12.25pm.

Minutes confirmed this .......................... day of ............................... 2017.

..............................................
Chairperson