Wodonga Council acknowledges 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.
The Local Government Act stipulates the council must prepare a Council Plan which will include the strategic objectives of the council and strategies for achieving those objectives for the next four years as well as indicators for monitoring the achievement of the objectives.

The Council Plan is supported by the Strategic Resource Plan, which includes the financial and non-financial resources required to achieve the Council Plan, and an annual action plan which outlines the key activities and actions to be undertaken each year.

The Municipal Public Health and Wellbeing Plan is integrated into the Council Plan.

Statement Of Acknowledgement......................................................................................................................2
Mayor and Councillors message ........................................................................................................................5
Our city.........................................................................................................................................................................6
Our community ..........................................................................................................................................................7
Your councillors.........................................................................................................................................................9
Our organisation.......................................................................................................................................................9
Our services to the community ........................................................................................................................10
Wodonga 2033 .........................................................................................................................................................12
Our vision, mission and values........................................................................................................................14
Our planning............................................................................................................................................................16
Community input....................................................................................................................................................17
Public Health and Wellbeing statement .......................................................................................................20
Structure of the Council Plan ........................................................................................................................24
Key focus areas ......................................................................................................................................................26
  Healthy, safe and resilient community...........................................................................................................26
  Connected and engaged community.............................................................................................................28
  Sustainable and forward-looking ................................................................................................................30
  Thriving and vibrant city.................................................................................................................................32
  Strong, responsible and sound organisation ................................................................................................34
MESSAGE FROM THE MAYOR AND COUNCILLORS

Our city has undergone a significant transformation in recent years.

And this Council Plan looks to complete that work while ensuring services and infrastructure to stand our community in good stead for years to come.

This plan sets outs the objectives and strategies and, together with the action plan, how we will work towards the Wodonga we all want to live in.

We continue to prioritise the community’s health and wellbeing through the integration of the Municipal Public Health and Wellbeing Plan in the Council Plan and accompanying action plan, recognising its importance in all that we do for our community.

Our community has told us what they want from this council in the next four years and the reoccurring themes we heard were to finish what we’ve started in our city heart, provide opportunities for our young people and preserve the liveability of our growing city.

Our people love our green spaces, our location, our friendly and welcoming community and the many pathways that help them move easily around the city. They want a city that is clean and green, sustainable and environmentally friendly.

This time of growth and revitalisation of our city provides many opportunities but also its challenges.

From the community’s input, this plan includes looking at the future of Gateway Island, investigating renewable energy options and addressing social issues including housing affordability and family violence.

However, we must also plan for and understand the effects of climate change, continue to advocate for our most vulnerable and balance fiscal restraint with the expectations of a growing and active population.

Local government can’t do it alone and we look forward to working with other levels of government and our community partners in realising the collective vision for our city.

We thank the community who participated in our consultations to inform this plan for their input, thoughts and time in sharing their aspirations for our city.
Wodonga is strategically located about 300km north of Melbourne and 580km south of Sydney on the Hume Freeway.

Wodonga performs several significant economic and social roles for Victoria and the surrounding north-east region, these being:

- The most significant economy in North East Victoria;
- The bookend economy and population mass for Victoria’s northern border;
- A regional capital role for the surrounding districts and townships with a catchment of about 180,000 people;
- Major employment, education, health and sporting centre for North East Victoria; and,
- Key economic zone on the Hume Freeway between Melbourne and Sydney.

Wodonga is the fastest-growing regional city in North East Victoria with a growth rate of 1.9 per cent and an estimated residential population of 39,249 as at June 30, 2016.

Wodonga’s population is expected to reach 57,634 by the year 2036.

Combined with Albury, Wodonga is recognised as Australia’s 20th largest city, with a population of 90,281 residents. The wider catchment of Wodonga is estimated to be more than 180,000, the strong majority of which is in Wodonga and North East Victoria. Wodonga’s long-term population is forecast to grow at almost 2 per cent a year.
If the city of Wodonga was 100 people, there would be:

- 50 MALES
- 50 FEMALES
- 22 UNDER THE AGE OF 15
- 65 AGED BETWEEN 15 AND 64
- 13 OVER THE AGE OF 65
- 2 IDENTIFY AS ABORIGINAL OR TORRES STRAIT ISLANDER
- 5 SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME
- 53 ARE AT INCREASED RISK OF ALCOHOL-RELATED HARM ON A SINGLE OCCASION OF DRINKING
- 56 ARE OBSESE OR OVERWEIGHT
- 28 HAVE HIGH BLOOD PRESSURE
- 9 HAVE HEART DISEASE
- 54 DO NOT EAT SUFFICIENT FRUIT AND VEGETABLES
- 53 DO NOT DO ENOUGH PHYSICAL ACTIVITY
- 12 HAVE SOFT DRINK EVERY DAY
- 26 OWN THEIR HOME
- 35 HAVE A MORTGAGE
- 34 ARE RENTING
- 4 ARE HOMELESS
- 7 ARE UNEMPLOYED
- 20 VOLUNTEER AT LEAST ONCE A MONTH
- 26 COMPLETED HIGHER EDUCATION
- 59 DID NOT COMPLETE YEAR 12
- 53 ARE OBSESE OR OVERWEIGHT
- 28 HAVE HIGH BLOOD PRESSURE
- 9 HAVE HEART DISEASE
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YOUR COUNCILLORS

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SERVICES TO THE COMMUNITY

Family, Youth and Early Years
- Maternal and Child Health
- Early childhood education, occasional childcare and support services
- Youth services
- Age-friendly city
- Public playgrounds
- Volunteer coordination

Sport and Recreation
- Recreation facility management – audits, lease and licence management
- Recreation club liaison
- Recreation grounds and facility scheduling
- Club development
- Contract management of major recreation facilities
- Recreational capital works and improvements – project teams

Culture and Tourism
- The Cube Wodonga
- Arts Space Wodonga
- Wodonga Library
- Visitor servicing
- Bonegilla Migrant Experience
- Tourism development
- Events and event attraction
- Cultural development and public art

Community Planning and Wellbeing
- Municipal health and wellbeing planning
- Disability action planning
- Community safety - family violence, alcohol and other drug-related harm
- Community capacity building
- Community impact grants
- Community planning – infrastructure, affordable housing, disadvantage

Communications and Marketing
- Communications internal and external, advertisements
- Media relations and speeches
- Publications – Council Plan, Annual Report, CityLife, flyers
- Community engagement – consultations, surveys

Marketing and branding
- Online communications including websites and social media
- Signage

People and Workplace
- Human resources, recruitment, enterprise agreement, industrial relations, performance management, employee engagement
- Workcover and return to work
- Workforce planning
- Organisational excellence
- Training and development
- Work experience/student placement

PLANNING AND INFRASTRUCTURE

Statutory Planning
- Assessment and approval of planning permits, including subdivisional works
- Provide advice and support to wider community in relation to statutory planning matters
- Oversee the application of section 173 agreements, development and restrictive covenants

Strategic Planning
- Responsible for the long-term planning and urban design of the city
- Deal with rezoning applications, approval of development plans and associated planning controls.
- Oversee planning scheme amendments
- Development of strategies and plans related to land use and city growth
- Monitor growth and change within the Wodonga residential and commercial land markets
- Planning, management and enforcement to ensure the long-term viability of environmental assets

Building Services
- Provide inspection and approval of residential and commercial construction across the city
- Ensure construction occurs in accordance with the endorsed plans and standards to provide quality outcomes for our community
- Buildings within the municipality are safe and suitable for use through a proactive fire safety plan and swimming pool barrier education
Projects and Design
- Deliver the capital works program which includes a diverse range of projects
- Deliver the building renewal program
- Oversee planning referrals including subdivisions and all other engineering infrastructure planning
- Deal with customer service requests across issues from traffic management to storm water drainage issues
- Provide technical engineering advice to internal and external customers

Works
- Sealed road maintenance (depressions, rutting, potholes, crack sealing)
- Unsealed road maintenance (grading, dust suppression, resheeting)
- Drainage maintenance (table drains, culverts, storm water networks, pits)
- Kerb and channel maintenance
- Bridge and major culvert maintenance
- Wetland maintenance
- CBA cleaning
- Bus shelter maintenance and cleaning
- Street sweeping
- Sign replacement and maintenance
- Line marking

Parks and Gardens
- Develop and maintain the city’s open spaces including, trees, shrubs, lawns, park furniture, playgrounds and garden bed assets
- Offer horticultural advice and information as requested by council and our community
- Provide quality sporting surfaces
- Manage more than 3000 hectares of environmental land

Corporate Governance
- Occupational health and safety
- Risk management
- Governance and procurement
- Customer service and community centres

Finance
- Financial reporting
- Budgeting
- Treasury
- Rates
- Accounts payable
- Accounts receivable
- Payroll
- Indirect tax obligations
- Asset planning
- Building maintenance
- Plant & fleet

Information Services
- Corporate business systems
- Network management.
- Telecommunication and mobile smart devices
- GIS and property
- Information management
- IT help desk and support

Environment and Community Protection
- Environmental sustainability
- Emergency management, fire control
- Waste management, waste transfer station, street litter
- Environmental health
- Immunisation
- Civic compliance and local laws
- Domestic animals and livestock control

Economic Development
- Support and assist the growth of existing business in Wodonga
- Investment attraction of new business to Wodonga
- Research and develop key statistical data to promote Wodonga
- Attract grants and funding for Wodonga
- Management, divestment and acquisition of property to support the growth of Wodonga
In 2033, the municipality of Wodonga has a population of around 50,000 people and is still a strong regional leader in Victoria. Wodonga is considered the regional hub of North East Victoria, delivering many of the social, health, education and commercial needs of the region.

We have built a strong and powerful identity as being a creative, passionate and diverse community, committed to the health and wellbeing of our people and our environment.

Wodonga has seen well planned growth of the city throughout the CBD and out into the Leneva Baranduda Township. Our CBD has long been seen as the meeting place and heart of our city and is now a true combination of community and commercial activity. Our ability to provide reliable and efficient mobile technology has allowed us to gain a reputation as a place where work and family can easily combine. This technology has provided opportunities for people to interact and create in new and exciting ways.

Through embracing new technologies Wodonga has seen new and innovative business emerge together with more connected and vibrant neighbourhoods.

Wodonga now has a flexible, responsive and integrated transport system that has been developed in unison with the city's growth and development to ensure that people of all abilities can move easily around the city.
In 2033, the community of Wodonga is able to access high quality infrastructure, services and programs that are built on decades of successful partnerships and initiatives. This has resulted in a healthy and connected community and region. As a community we have shown a genuine commitment to supporting and caring for our most vulnerable members in the community and have worked collaboratively with others to see the level of disadvantage reduced. A focus on affordable living has resulted in our community being able to enjoy not only economic prosperity as people move to our regional city, but the socio-economic profile also changes which strengthens the social outcomes for our people.

In 2033, the Wodonga community is a demonstrated leader with its genuine commitment to environmental sustainability. The natural resources and amenity that are highly valued by the community provide not only recreational opportunities but are now valued for their potential in eco-tourism, event attraction and the way in which they enhance the liveability of our city. As a city, we strive to provide excellence in education across all areas.

In 2033, Wodonga is an inclusive city built around social, cultural, and economic sustainability and equity.
OUR COMMUNITY VALUES

LIFESTYLE
- Healthy lifestyle, sport & recreation
- Easy access & services and open space
- A balance of rural and city lifestyles
- Parks & bike trails

DIALOGUE
- We value the opportunity to be engaged and enter into conversation about things that matter.

GROWTH WITH A CONSCIENCE
- Sustainable growth under the four pillars of social, environmental, economic and cultural expansion

OPPORTUNITY
- Lots of choices in sport and recreation
- Work and education
- Harness the value of diversity

SENSE OF COMMUNITY
- Meeting places
- Where everyone knows your name
- Not prepared to put in effort to move forward
- Neighbourhood spirit
- Rural city feel

TOLERANCE & RESPECT
- We value diversity
- Value and celebrate diversity
- Parks — a place for all

LEARNING & EDUCATION
- Lifelong learning within our city

CREATIVITY
- Innovation
- Creative arts and culture

COMPASSION
- We care about all members of our community and look after the needs of the weak and vulnerable

SAFETY & FREEDOM
- Feeling safe and secure
- Social and physical safety
- Safe to express, feel a view

HARMONY
- With others and the environment

ROOTS & TRADITIONS
- We respect our roots, heritage and traditions

ENVIRONMENT
- Live in a beautiful area we live in
- Clean air, natural environment
- Safe environment, rural, forest
OUR VISION

Wodonga is a progressive, well-planned, growing city that is affordable, offers an abundance of opportunities and led by strong, empathetic stewardship.

OUR MISSION

To strengthen the community in all that we do.

OUR VALUES

Learning and education
Creative and innovative
Inclusiveness and diversity
Socially responsible growth
Community connection
Freedom
Compassion
Resilience

Wodonga Council Plan 2017-2018 to 2020-2021
185 people completed surveys
290 people attended in person consultations
28 ideas submitted
10 schools visited
Talking to more than 250 students
300 preschoolers involved in activity

Plus
More than 600 responses to the Youth Snapshot
300 involved in consultation for the Health Plan
More than 300 involved in Physical Activity Survey and Recreation Planning
More than 200 revisited the 2033 Vision
The Local Government Act stipulates that a Council Plan must include the strategic objectives of the council, strategies for achieving those objectives for at least the next four years and the strategic indicators for monitoring the achievement of the objectives. It must also include a Strategic Resource Plan.

Under the Local Government Act, the primary objective of a council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions and have regard:

- To promote the social, economic and environmental viability and sustainability of the municipal district;
- To ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community;
- To improve the overall quality of life of people in the local community;
- To promote appropriate business and employment opportunities;
- To ensure that services and facilities provided by the Council are accessible and equitable;
- To ensure the equitable imposition of rates and charges; and,
- To ensure transparency and accountability in council decision-making.

The Council Plan is defined by five key strategy areas that details the council’s goals, objectives and indicators focused on the council’s role through external service delivery and support and the organisation, its governance and effective operation.

The council has a statutory responsibility to prepare a Municipal Public Health and Wellbeing Plan under the Public Health and Wellbeing Act 2008. The health plan seeks to protect, improve and promote public health and wellbeing within the municipality. As permissible under the Act, Wodonga Council integrates the health plan into the Council Plan with the health and wellbeing priorities incorporated throughout the Council Plan.
Many people in Wodonga share in the benefits that come with living in a thriving regional city and experience good health and wellbeing. Despite this, there are some members of our community who suffer poorer health and wellbeing outcomes and are at risk of being left behind.

For the second time, Wodonga Council has integrated its Municipal Public Health and Wellbeing Plan within the Council Plan. This demonstrates the council’s commitment to addressing health and wellbeing issues for all people in Wodonga.

It is the council’s belief that public health and wellbeing is inherent in all council planning and therefore should be represented in the Council Plan and other key strategic documents, such as the Municipal Strategic Statement.

**How the Municipal Health Plan priorities were developed**

To develop a plan that will address the unique health and wellbeing issues facing our community we have:

- Developed a series of fact sheets that draw on state, local and community data that profile key health and social issues in Wodonga;
- Consulted and heard from our people on what they thought were the most important issues to address health and wellbeing; and,
- Used this information to develop our key strategy areas over the next four years and to inform our annual actions to improve and protect the health and wellbeing of all our people.

**PUBLIC HEALTH AND WELLBEING PLAN RELATED ACTIONS**

The council’s health-related strategic areas are not confined to one place. Health and wellbeing is inherent in all that the council does, therefore, the health plan strategic actions can be found across all five themes and can be identified with the 🍏 symbol in the annual action plans.
We have identified that the key health and wellbeing priorities are:

- A more resilient community to improve mental health;
- A safe community, including reducing family violence and harm from alcohol and other drugs;
- Diverse and affordable housing for everyone;
- An equitable and more inclusive community for people of all backgrounds and abilities;
- Increased opportunities to be active and eat well; and,
- More opportunities to be connected and engaged.
In creating this plan, the council has used the social determinants of health framework, the healthy and safe cities framework, the Victorian Public Health and Wellbeing Plan 2015-2019 and the Victorian Public Health and Wellbeing Plan Outcomes Framework 2015-2019 as a guide to inform the health and wellbeing related outcomes that we will work towards.

These frameworks emphasise the important role local government plays in influencing the conditions and environments in which people live.

The council has adopted a place based approach to creating healthy and sustainable environments for residents and visitors. This approach acknowledges the council is but one key player in enhancing community health and wellbeing and relies on the many partnerships required to deliver high quality planning, services and programs that improve health and wellbeing outcomes for all our people.

The council recognises and values the diverse roles stakeholders play in achieving optimal health and wellbeing. As such, the council is committed to a collective action approach that co-ordinates local efforts, aligns goals and maximises local knowledge and resource.

To do this, the council has worked with community stakeholders to develop an Outcomes Framework and Evaluation Plan for the next four years to track and measure aligned local action.

Our ongoing commitment to plan, implement, monitor and evaluate with all levels of government, peak bodies, community organisations and broader community will ensure better health and wellbeing outcomes for all community members.

The Council Plan acknowledges the strategic importance of working with key partners to implement, monitor and evaluate the plan, the mechanisms and groups to support the council’s work.
Key Focus Areas

HEALTHY, SAFE AND RESILIENT COMMUNITY
- Improve the health and social outcomes for all people in Wodonga to create a healthy, safe, equitable and inclusive community.

CONNECTED AND ENGAGED COMMUNITY
- Create a city that is well-connected, informed and engaged, which supports people to meet, participate and move safely and easily to access services and opportunities.

SUSTAINABLE AND FORWARD-LOOKING
- Protect, enhance and manage our unique natural and built environments, planning for growth, demonstrating leadership and stewardship now and into the future.

THRIVING AND VIBRANT CITY
- Advance our position as a leading regional city, fostering opportunities for development and jobs, and building a destination that offers a variety of experiences, recognising our rich and diverse history and culture.

STRONG, RESPONSIBLE AND SOUND ORGANISATION
- Provide strong leadership and governance, demonstrating excellence in the way we do business by being innovative, responsive and transparent. We will be accountable and steward the organisation with the highest regard.

Strategic Objective

Progress is tracked by strategic indicators

Annual plans will detail the actions to be undertaken for the strategy areas each year.
HEALTHY, SAFE AND RESILIENT COMMUNITY

*Improve the health and social outcomes for all people in Wodonga to create a healthy, safe, equitable and inclusive community*

**Strategy 1**

**Families, children and young people**

Plan, facilitate and provide where appropriate quality services, activities and spaces that meet the needs and provide the best outcomes for our children, young people and families.

**Strategy 2**

**Mental health**

Work to improve the mental health and wellbeing of our community through planning, local partnerships, lobbying and advocacy and focus on building community resilience.

**Strategy 3**

**Being active**

Manage and develop the city's sporting, recreation and leisure facilities and spaces for sustainability, amenity and to encourage active participation.

**Strategy 4**

**Healthy and safe food**

Work with key stakeholders to improve access and affordability of safe and nutritious food for all.

**Strategy 5**

**Community safety**

Implement appropriate planning, policies and practice that improve the safety of our community with a focus on preventing family violence including elder abuse and harm from alcohol and other drugs.

**Strategy 6**

**Emergency management**

Ensure our preparedness in response and recovery for large emergencies in our municipality, support our community and inform residents of the services available to them.

**STRATEGIES AND PLANS SUPPORTING THIS AREA**

- Age Friendly City Strategy
- Safety, Inclusion and Equity Strategy
- Municipal Emergency Management Plan
- Wodonga Heatwave Plan
- Wodonga Places Of Last Resort Plan
- Domestic Animal Management Plan
- Wodonga Library Strategic Plan
- Youth Strategy
- Youth Engagement Strategy
- Municipal Early Years Plan
- Playground Strategy
- Play Environments in Wodonga
- Physical Activity Strategy
- Sport and Recreation Plan
- Baranduda Reserve Master Plan
- Birallee Park Master Plan
- Gayview Park Master Plan
- Kelly Park Master Plan
- Martin Park Master Plan
- Wodonga Sports and Leisure Centre Master Plan
- Willow Park Master Plan
- Baranduda Fields Master Plan
- Wodonga Growth Strategy
- Gender Equity Strategy
- Climate Change Adaptation Plan
OUTCOMES

- A more resilient community
- Opportunities and services for all families and young people
- An informed and safe community
- Increased opportunities for people to be active
- Health and safe food choices for all

Percentage of the community who feel safe on streets alone

Satisfaction with the enforcement of local laws

Percentage of community at increased risk of alcohol-related harm

Percentage of community who do not meet dietary guidelines for either fruit or vegetable consumption

Percentage of community who do not meet physical activity guidelines

Percentage of required food safety assessments undertaken

Satisfaction with emergency management performance

Percentage of infant community who do not meet dietary guidelines for breastfeeding

Percentage of students who feel connected to school

Number of family violence incidents per 1000 population

Percentage of family violence incidents where children and young people are involved as other parties
CONNECTED AND ENGAGED COMMUNITY

Create a city that is well-connected, informed and engaged, which supports people to meet, participate and move safely and easily to access services and opportunities

Strategy 7
Communications and engagement
Provide relevant communications and engagement channels and opportunities that are inclusive and support diverse needs effectively so all members of the community stay informed and have a say on issues that are important to them

Strategy 8
Integrated and well-connected transport network
Provide the infrastructure in pathways and roads for our community to go about their day in a safe manner with the ability to access what they require near and far

Strategy 9
Inclusion, participation and access
Provide, plan for and advocate for opportunities and access for all ages, cultural and ethnic backgrounds, and abilities to participate, be engaged and contribute through services, facilities, programs, events and activities

STRATEGIES AND PLANS SUPPORTING THIS AREA

• Communications and Marketing Strategy
• Road Management Plan
• Wodonga Integrated Transport Strategy
• Wodonga Aboriginal Reconciliation Action Plan
• Wodonga Library Strategic Plan
• Bonegilla Migrant Experience Strategic Plan
• Cultural Services Strategic Plan
• Wodonga Destination Plan
• Safety, Inclusion and Equity Strategy
• Wodonga CBA Revitalisation Design Guide
• Wodonga CBA Revitalisation Plan
• Wodonga CBA Policy Framework Plan
• Physical Activity Strategy
OUTCOMES

- An informed and engaged community
- Well-connected roads, footpaths and transport networks
- Inclusion and participation opportunities for all
- Accessible services for all community

Community satisfaction with community consultation and engagement

Community satisfaction with the maintenance of sealed roads

Community satisfaction with local streets and footpaths

Satisfaction with how council informs the community

Active library members in municipality

Number of times a library resource is borrowed

Community satisfaction with community and cultural activities

Percentage of community who help as volunteers

Percentage of people who believe multiculturalism makes life better
SUSTAINABLE AND FORWARD-LOOKING

Protect, enhance and manage our unique natural and built environments, planning for growth, demonstrating leadership and stewardship now and into the future.

Strategy 10
Managing assets
Implement strategies and allocate resources to continue the ongoing delivery and management of the council’s assets across the city.

Strategy 11
Land use planning
Undertake statutory planning and strategic planning practices to effectively manage growth, maintain liveability and foster appropriate development.

Strategy 12
Community planning
Monitor and plan for the changing needs and social priorities for our community, continually improving how we engage with community service providers, funders and stakeholders for the provision of effective and targeted services.

Strategy 13
Open spaces
Design and maintain our parks, reserves, public and green spaces for their continued attraction for our community and visitors.

Strategy 14
Environmental management
Manage council land to protect and enhance the area’s unique biodiversity values and promote community appreciation of the natural environment.

Strategy 15
Sustainable practices
Promote sound and sustainable environmental practices through our policies, planning and delivery for the organisation, the community and the city.
**INDICATORS**

**OUTCOMES**

- Plan for a liveable and prosperous city
- Protect and nurture the environment through environmentally friendly practices
- Increase pathways into housing for all our people
- Assets are appropriately maintained and fit for purpose

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Community satisfaction with the council's environmental sustainability performance

Community satisfaction with waste management performance

Kerbside collection waste diverted from landfill

Community satisfaction with the appearance of public areas

Community satisfaction with planning for population growth in the area

Percentage of people experiencing mortgage and rental stress

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**STRATEGIES AND PLANS SUPPORTING THIS AREA**

- Wodonga Planning Scheme
- Asset Management Strategy
- Playground Strategy
- Play Environments in Wodonga
- Road Management Plan
- Electric Line Clearance Management Plan
- Wodonga Growth Strategy
- Leneva-Baranduda Precinct Structure Plan
- Safety, Inclusion and Equity Strategy
- Sustainable Wodonga
- Climate Change Adaptation Plan
- Public Art Strategy
- Sport and Recreation Plan
- Baranduda Fields Master Plan
- Age Friendly City Strategy
- Wodonga CBA Revitalisation Plan
- Native Vegetation Precinct Plan (WRENs)
  and associated management plans
- Bridge and Major Culvert Asset Management Plan
THRIVING AND VIBRANT CITY

Advance our position as a leading regional city, fostering opportunities for development and jobs, and building a destination that offers a variety of experiences, recognising our rich and diverse history and culture

Strategy 16
Arts and culture
Support and provide a range of programs, events and facilities for the community and visitors to engage in arts and cultural activities and promote civic pride, expression and participation

Strategy 17
History and heritage
Recognise and preserve our story, important sites and our indigenous cultural connections

Strategy 18
Prospering tourism sector
Strengthen, develop and promote our visitor attractions and destination experiences

Strategy 19
Business and investment
Support a positive business community, attracting new business and industry and facilitating the growth of existing business, to provide diverse and sustainable employment opportunities

Strategy 20
Education, training and employment
Increase opportunities for participation in education, training and employment through planning, advocacy and strong partnerships with key stakeholders

Strategy 21
Vibrant city centre
Create a city heart that fosters community and commercial activity and brings people together

STRATEGIES AND PLANS SUPPORTING THIS AREA

- Cultural Services Strategic Plan
- Wodonga Aboriginal Reconciliation Action Plan
- Bonegilla Migrant Experience Master Plan
- Economic Development Strategy
- Home-based Business Strategy
- Wodonga CBA Policy Framework Plan
- Wodonga CBA Revitalisation Design Guide
- Wodonga CBA Revitalisation Plan
- Wodonga Library Strategic Plan
- Bonegilla Migrant Experience Strategic Plan
- Wodonga Destination Strategic Plan
- Age Friendly City Strategy
- Gender Equity Strategy
**STRATEGIC INDICATORS**

**OUTCOMES**

- Celebrate our unique culture and heritage
- Foster a thriving visitation and tourism sector
- A strong economy
- A vibrant City Heart
- Cultural and event participation

- Community satisfaction with arts centres and library
- Community satisfaction with business and community development and tourism
- People who completed a higher education qualification
- Proportion of young people aged 19 years who have attained Year 12 or equivalent
- Economic benefit of tourism for Albury-Wodonga
- Number of domestic day trip visitors - all purposes
- Number of domestic overnight visitor trips - all purposes
- Growth rate of Wodonga’s labour force
- Wodonga’s unemployment rate
STRONG, RESPONSIBLE AND SOUND ORGANISATION

Provide strong leadership and governance, demonstrating excellence in the way we do business by being innovative, responsive and transparent. We will be accountable and steward the organisation in the highest regard

Strategy 22
Good governance and customer experience
Foster a positive culture of skilled employees which allows for the continuous improvement of our service delivery providing the best outcome for our community in an open, transparent and fair manner

Strategy 23
Financial management
Undertake fiscally responsible management and budgeting to provide sustainability and a balance between financial and community outcomes

Strategy 24
Lobbying and advocacy
Establish strong relationships with government, partners and stakeholders to advocate for the community on priority issues
**INDICATORS**

**OUTCOMES**

- An ethically responsible organisation
- Strong and responsible corporate and financial management
- Lobby and advocate for community needs
- Strive for organisational excellence

Councillor attendance at council meetings

Council decisions made at meetings closed to the public

Community satisfaction with customer service

Community satisfaction with decisions made in the interest of the community

Community satisfaction with lobbying on behalf of the community

**STRATEGIES AND PLANS SUPPORTING THIS AREA**

- Organisational Plan
- Wodonga Rating Strategy
- Information Technology Strategy
- Information Management Strategy
- Gender Equity Strategy
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