ACTION PLAN
2018-2019

THE WODONGA
WE
ALL WANT TO LIVE IN
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.

- Healthy, safe and resilient community ..........................................................6
- Connected and engaged community ..............................................................12
- Sustainable and forward-looking .................................................................16
- Thriving and vibrant city ............................................................................22
- Strong, responsible and sound organisation ...............................................28
OUR PLANNING

Community input — Strategies, plans, policies — Research and evidence — Government legislation and policy

LEGISLATED PLANS

Municipal Public Health and Wellbeing Plan — Council Plan — Municipal Strategic Statement

Annual Plan and budget — Business unit planning

Annual Report
In developing the Council Plan, the community’s vision for the city, their priorities and needs were all considered through an extensive consultation process.

Each year, the council will develop a plan describing the actions the council will undertake to meet the objectives of the Council Plan.

Throughout the life of the plan, social, economic and environmental factors will also influence those priorities and the action plan.

The council will continue to seek and receive the views of community members on issues that directly affect them or in which they may have a significant interest, working with identified groups of people, whether it is due to their location, interests, affiliation or identity.

Regular consultations and surveys will allow the council to understand the changing needs of the community.

This community input will inform the council’s service delivery in meeting the aspirations for our city.

The council uses community engagement to:
- Strengthen relationships between the council and the community by allowing for clear and honest communication, improving the understanding of each other’s opinions, concerns, restrictions and strengths;
- Help encourage ownership within the community over strategies, projects and decisions, to support long-term sustainability of projects and initiatives;
- Develop an understanding of the make-up, characteristics, needs and priorities of the community; and,
- Search for solutions, information and opportunities that contribute to the development of strategies and policies.

Community engagement is not the sole determinant in a decision-making process. There are many other stakeholders and factors that need to be taken into consideration. Some of these are shown in the chart below.

The council uses community engagement tools that provide avenues for involvement that are inclusive, productive and cost-effective.
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.

**WHAT WE WILL DO**

1.1 Ensure young people are consulted and considered in matters that directly impact them

1.2 Continue to recognise the efforts of young people through youth awards including Red Carpet youth awards, the Young Achiever Scheme and the annual Young Citizen of the Year award

1.3 Deliver high quality services that support, educate and improve the health and wellbeing of children and their families subject to federal and state government policies and funding arrangements.

1.4 Participate in relevant networks at the local, state and regional level that support all our children and families and particularly the vulnerable.

1.5 Build partnerships across the youth sector and strategically plan and advocate for required infrastructure, services and funding

**STRATEGIES AND PLANS SUPPORTING THIS AREA**

- Municipal Early Years Plan
- Youth Strategy
- Youth Engagement Strategy
- Wodonga Aboriginal Reconciliation Plan
- Gender Equity Strategy
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

WHAT WE WILL DO

2.1 Meet regularly with partner organisations to understand local needs and define the council’s position in relation to mental health priorities

2.2 Advocate to other levels of government for local mental health priorities

2.3 Promote and participate in community wide youth anti-bullying and mental wellbeing campaigns

STRATEGIES AND PLANS SUPPORTING THIS AREA

- Physical Activity Strategy
- Youth Strategy
- Youth Engagement Strategy
Strategy 3
Being active

Manage and develop the city's sporting, recreation and leisure facilities and spaces to ensure sustainability, amenity and to encourage participation in physical activity

WHAT WE WILL DO

3.1 Provide accessible options and connections to promote and encourage the community to participate in walking and cycling across the city

3.2 Plan and deliver appropriate, well-planned and sustainable infrastructure and improvements to sporting and recreation precincts across the city

3.3 Participate in key campaigns to promote physical activity including Walk to School month, Ride to Work Day, Active April and Wodonga Children’s Fair

3.4 Engage and work with AlburyCity and other neighbouring councils and state sporting associations to strengthen regional sport and recreation planning

3.5 Explore the options for the development of another competition oval to service the city's current sporting demands

STRATEGIES AND PLANS SUPPORTING THIS AREA

- Physical Activity Strategy
- Playground Strategy
- Play Environments in Wodonga
- Sport and Recreation Plan
- Baranduda Reserve Master Plan
- Birallee Park Master Plan
- Gayview Park Master Plan
- Kelly Park Master Plan
- Martin Park Master Plan
- Willow Park Master Plan
- Baranduda Fields Master Plan
- Wodonga Sports and Leisure Centre Master Plan
- Planning for the Wodonga Hills strategy and associated master plans
- Wodonga Integrated Transport Strategy
Strategy 4
Healthy and safe food

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

WHAT WE WILL DO

4.1 Work in partnership with key agencies and the wider community to increase breastfeeding rates in Wodonga

4.2 Support key settings and stakeholders to increase access to healthy food options by creating a supportive built and social environment

4.3 Support initiatives that aim to increase access to affordable and healthy food for all people in Wodonga

STRATEGIES AND PLANS SUPPORTING THIS AREA

- Sustainable Wodonga
- Wodonga Growth Strategy
- Municipal Early Years Plan
Strategy 5
Community safety

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

WHAT WE WILL DO

5.1 Participate in preventative programs and awareness campaigns and work with key partners in responding to family violence including elder abuse and promoting gender equity

5.2 Implement the alcohol culture research project to reduce alcohol-related harm among identified sub-populations

5.3 Work with key stakeholders to align local efforts, strengthen the service system and raise community awareness of the risks of alcohol and other drugs

5.4 Maintain a healthy community through promotion and delivery of environmental health services including immunisation

5.5 Plan and install improved lighting along pathways and in public spaces

5.6 Increase awareness of local laws, legislative requirements, regulations on neighbourhood issues and dispute to reduce non-compliance and increase a feeling of safety and security

5.7 Assist our sporting clubs and community organisations address key health and social issues through dedicated programs and campaigns

STRATEGIES AND PLANS SUPPORTING THIS AREA

- Safety, Inclusion and Equity Strategy
- Domestic Animal Management Plan
- Sport and Recreation Plan
- Age Friendly City Strategy
**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.

**WHAT WE WILL DO**

<table>
<thead>
<tr>
<th>6.1</th>
<th>Ensure available information on emergency preparation and assistance is relevant and up-to-date</th>
</tr>
</thead>
<tbody>
<tr>
<td>🌟 6.2</td>
<td>Participate in key campaigns to promote awareness and safety</td>
</tr>
<tr>
<td></td>
<td>6.3 Continue to progressively update bushfire management plans for environmental land, to be incorporated into the Municipal Fire Management Plan</td>
</tr>
<tr>
<td>🌟 6.4</td>
<td>Work with relevant agencies to develop strategies to deal with potential incidents of violence and abuse during heatwaves and emergency events</td>
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</tbody>
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**STRATEGIES AND PLANS SUPPORTING THIS AREA**

- Municipal Emergency Management Plan
- Wodonga Heatwave Plan
- Wodonga Places Of Last Resort Plan
- Municipal Fire Management Plan
- Wodonga Environmental Lands Bushfire Management Strategy
- Safety, Inclusion and Equity Strategy
- Climate Change Adaptation Plan
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.

WHAT WE WILL DO

7.1 Redevelop the council website for an improved experience that is easily navigated, accessible, mobile responsive and user focused

7.2 Inform the community about the council’s events and activities through a broad range of communications channels

7.3 Continue to run consultation activities to ensure the community has a say on issues that affect or are of importance to them

7.4 Develop a key positional statement to promote Wodonga as a key destination to live, work and invest

STRATEGIES AND PLANS SUPPORTING THIS AREA

• Communications and Marketing Strategy
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

WHAT WE WILL DO

8.1 Implement cycling and pathway improvements promoting linkages to the central business area

8.2 Install key pedestrian crossings and infrastructure at identified locations to improve safety and connections

8.3 Investigate and present options for improving child travel safety to schools and other key destination points from neighbourhoods across the city

STRATEGIES AND PLANS SUPPORTING THIS AREA

- Road Management Plan
- Wodonga Integrated Transport Strategy
- Safety, Inclusion and Equity Strategy
- Physical Activity Strategy
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.

**WHAT WE WILL DO**

<table>
<thead>
<tr>
<th>9.1 Deliver a range of events and public programs in diverse locations and facilities that allow the community to engage, connect and express themselves</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.2 Offer and promote a range of volunteering opportunities</td>
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<tr>
<td>9.3 Support local organisations through the provision of a community grants program to assist groups to meet identified community needs</td>
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<tr>
<td>9.4 Support the inclusion and participation in community life for vulnerable population groups</td>
</tr>
<tr>
<td>9.5 Facilitate and encourage collaborative relationships and partnerships with the Aboriginal and Torres Strait Islander community to address issues impacting their quality of life and create greater cultural connection</td>
</tr>
<tr>
<td>9.6 Continue to work with the ethnic community to increase connection and inclusion and support opportunities for all people to be involved in community life</td>
</tr>
<tr>
<td>9.7 Encourage and support Wodonga businesses to be more accessible and more inclusive of people with disability</td>
</tr>
</tbody>
</table>
9.9 Continue strategic planning work to deliver council’s priorities and actions from the Age-Friendly City strategy

9.10 Work with agencies and service providers to promote a range of quality and accessible services and programs to older people

9.11 Work with community agencies and committees to create sustainable built and natural environment that enhances and supports accessibility and mobility

9.12 Engage with the NDIS local co-ordination service and other relevant networks on initiatives that increase the inclusion of people with a disability in community life

STRATEGIES AND PLANS SUPPORTING THIS AREA

- Communications and Marketing Strategy
- Municipal Early Years Plan
- Youth Strategy
- Youth Engagement Strategy
- Age-Friendly City Strategy
- Wodonga Aboriginal Reconciliation Action Plan
- Wodonga Library Strategic Plan
- Bonegilla Migrant Experience Strategic Plan
- Cultural Services Strategic Plan
- Visitalburywodonga Destination Management Plan
- Safety, Inclusion and Equity Strategy
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.

WHAT WE WILL DO

10.1 Deliver a strategic program to renew, upgrade and build community assets that is informed by data analysis and good service planning to meet the current and future needs of the community.

10.2 Enhance green streetscapes, road reserves and public places that are clean, attractive and improve public safety and community wellbeing.

10.3 Deliver a well-planned program of playground renewals, upgrades and new infrastructure across the city

STRATEGIES AND PLANS SUPPORTING THIS AREA

- Asset Management Strategy
- Playground Strategy 2016-2020
- Play Environments in Wodonga
- Road Management Plan
- Electric Line Clearance Management Plan
- Climate Change Adaptation Plan
- Signage Plan
Strategy 11
Land use planning

Ensure strategic planning practices are undertaken to effectively manage growth, maintain liveability and foster appropriate development.

WHAT WE WILL DO

11.1 Implement actions from the Gateway Island Master Plan

11.2 Implement actions from Wodonga Industrial Land Strategy

11.3 Facilitate future land development and subdivisions to meet the needs of tourism, retail and small lot industrial precincts and ensuring ample land availability

11.4 Implement actions from Wodonga Activity Centre Retail Heirarchy Strategy

11.5 Implement actions from Wodonga Central Business Area Car Parking Plan

11.6 Implement actions from Wodonga Housing Strategy

STRATEGIES AND PLANS SUPPORTING THIS AREA

- Wodonga Growth Strategy
- Leneva-Baranduda Growth Area Framework
- Sustainable Wodonga
- Wodonga CBA Revitalisation Plan
- Wodonga Central Business Area Car Parking Plan
- Draft Gateway Island Master Plan
- Draft Wodonga Industrial Land Strategy
- Draft Wodonga Activity Centre Retail Heirarchy Strategy
- Draft Wodonga Housing Strategy
## Strategy 12
### Community planning
Monitor and plan for the changing needs and social priorities for our community continually improving how we engage with the community service providers, funders and stakeholders to ensure effective and targeted services.

### WHAT WE WILL DO

12.1 Progress works of the planning for the redevelopment of the cultural precinct

12.2 Identify and define the library’s position as a community hub within the planning for the cultural precinct

12.3 Participate in the emergency relief providers network and support community organisations working directly with people at risk of homelessness to reduce housing stress

12.4 Work with Albury Wodonga Health to develop a strategy that responds to future growth and health needs

12.5 Implement the actions of the Wodonga housing strategy to support diverse and affordable housing choices for all of community

12.5 Implement priority projects from the Two Cities One Community Action Plan

### STRATEGIES AND PLANS SUPPORTING THIS AREA

- Wodonga Growth Strategy
- Safety, Inclusion and Equity Strategy
- Climate Change Adaptation Plan
- Wodonga Housing Strategy
Strategy 13
Open spaces

Design and maintain our parks, reserves, public and green spaces that foster diverse uses and experiences for our community and visitors.

WHAT WE WILL DO

13.1 Ensure appropriate levels of usable and suitable open space that is fit for purpose is allocated in new developments that will contribute to the liveability of the city

13.2 Design and maintain our public open space that is fit for purpose to positively impact on our community's health and wellbeing

13.3 Prepare an Open Space strategy for the municipality

13.4 Review the Belvoir Park master plan and identify priority projects

STRATEGIES AND PLANS SUPPORTING THIS AREA

- Wodonga Growth Strategy
- Native Vegetation Precinct Plan (WRENs)
- Climate Change Adaptation Plan
- Planning for the Wodonga Hills strategy and associated master plans
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.

WHAT WE WILL DO

14.1 Develop a significant tree register for the municipality

14.2 Promote public use and responsible management of the natural environment

14.3 Collaborate with partners and stakeholders and the community in the planning for urban waterways

STRATEGIES AND PLANS SUPPORTING THIS AREA

- Native Vegetation Precinct Plan (WRENS) and associated management plans
- Vegetation Offset Management Plans
- Sustainable Wodonga
- Climate Change Adaptation Plan
**Strategy 15**

**Sustainable practices**

Promote sound and sustainable environmental practices through our policies, planning and delivery for the organisation, the community and the city.

**WHAT WE WILL DO**

15.1 Increase participation of commercial waste streams into the 3-bin system to reduce waste volumes and increase recycling

15.2 Further investigate ways for the council to reduce its carbon footprint through energy efficient programs

15.3 Investigate and determine the viability of waste to energy technologies to attract such industries to Wodonga

15.4 Increase public place recycling options

15.5 Continue to participate in programs that embed waste management practices that increase rates of recycling, reuse and waste reduction

15.6 Develop a business case for a Wodonga community solar farm

15.7 Investigate sustainable options for future proofing the city and its key assets

15.8 Implement actions from Environmentally Sustainable Design for Subdivision in Regional Victoria

**STRATEGIES AND PLANS SUPPORTING THIS AREA**

- Sustainable Wodonga
- Climate Change Adaptation Plan
- Environmentally Sustainable Design for Subdivision in Regional Victoria
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 enjoy arts and cultural activities and promote civic pride, expression and participation

WHAT WE WILL DO

16.1 Investigate the repositioning and rebranding of Arts Space Wodonga
16.2 Activate the city through culture venue programs, events and space activation that encourage community access and participation
16.3 Explore ways of building the capacity and sustainability of local arts, cultural and community groups

STRATEGIES AND PLANS SUPPORTING THIS AREA

- Cultural Services Strategic Plan
- Public Art Strategy
- Communications and Marketing Strategy
Strategy 17
History and heritage

Recognise and preserve our story, important sites and our indigenous cultural connections

WHAT WE WILL DO

17.1 Develop a new business plan which includes sponsorship and fundraising for Bonegilla Migrant Experience to improve the sustainability of the site

17.2 Implement the actions of the Wodonga Aboriginal Reconciliation Action Plan

17.3 Develop and implement opportunities to celebrate, preserve and promote the council’s culture and heritage assets - indigenous, cultural and environmental

17.4 Explore options for the establishment of a dedicated museum space in the city

17.5 Implement stage 2 of the Bonegilla Migrant Experience master plan subject to funding arrangements

STRATEGIES AND PLANS SUPPORTING THIS AREA

- Wodonga Aboriginal Reconciliation Action Plan
- Bonegilla Migrant Experience Master Plan
- Planning for the Wodonga Hills Strategy and master plans
- Draft Destination Management Plan
- Draft Gateway Island Master Plan
### Strategy 18
**Prospering tourism sector**

Strengthen, develop and promote our visitor attractions and destination experiences

### WHAT WE WILL DO

- **18.1** Support and grow a major event initiative that profiles the regional food industry
- **18.2** Work with tourism stakeholders to position their services and products in key markets, with a focus on the food industry
- **18.3** Strengthen visitor attraction and experience by promoting Wodonga as a destination of choice by visitors
- **18.4** Plan, review and upgrade track and trail networks including rail trail and linkages to neighbouring councils to enhance tourism opportunities and cycle tourism initiatives
- **18.5** Host or support a range of community, cultural and sporting events that showcase the city and celebrate diversity and achievement

### STRATEGIES AND PLANS SUPPORTING THIS AREA

- Bonegilla Migrant Experience Master Plan
- Draft Destination Management Plan
- Planning for the Wodonga Hills strategy and associated master plans
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

WHAT WE WILL DO

19.1 Continue to attract new and diverse industry to Logic Wodonga

19.2 Continue to develop required infrastructure and identify and plan for priority projects to support the future of Logic

19.3 Seek investment in council-owned development sites including the former Stanley St pool site (CBD West)

19.4 Continue to work with the Wodonga Chamber of Commerce to actively investigate opportunities for business growth and promotion

19.5 Continue to attract new and diverse business to Wodonga

STRATEGIES AND PLANS SUPPORTING THIS AREA

• Economic Development Strategy
• Home-based Business Strategy
• Draft Wodonga Industrial Land Strategy
Strategy 20
Education, employment and training
Increase opportunities for participation in education, training and employment through planning, advocacy and strong partnerships with key stakeholders

WHAT WE WILL DO

20.1 Work in partnership with community organisations to improve opportunities for people with disabilities, Aboriginal people, youth and culturally and linguistically diverse communities to participate in education, employment and training

20.2 Review how the existing transport network can be improved to support equitable access to education, employment and training

20.3 Develop a model for an innovation hub or incubator space for the city

20.4 Continue to implement the council’s Procurement Policy as a lever for improving employment opportunities for people with a disability

20.5 Work with the education sector to identify gaps and opportunities to strengthen pathways into the local employment sector for our community

STRATEGIES AND PLANS SUPPORTING THIS AREA

- Safety, Inclusion and Equity Strategy
- Wodonga Integrated Transport Strategy
- Wodonga Aboriginal Reconciliation Plan
- Economic Development Strategy
Strategy 21
Vibrant city centre
Create a city heart that fosters community and commercial activity and brings people together

WHAT WE WILL DO

21.1 Complete the reconstruction High St (south) as part of the City Heart project

21.2 Encourage support of local business through shop local campaigns and promotion of the City Heart website and app

21.3 Enhance the city’s laneways to promote activation and vibrancy that contribute to the amenity and public realm of the city heart

21.4 Support and develop a range of social, space activation and event programs across the CBA

21.5 Ensure businesses and community are well-informed and updated during major works in the CBA

21.6 Continue to attract new and diverse retail businesses to our city centre

21.7 Review and update the CBA Revitalisation Plan

STRATEGIES AND PLANS SUPPORTING THIS AREA

- Wodonga CBA Policy Framework Plan
- Wodonga CBA Revitalisation Design Guide
- Wodonga CBA Revitalisation Plan 2014-2034
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 to ensure the best outcome for our community in an open, transparent, ethical and fair manner.

WHAT WE WILL DO

22.1 Ensure outcomes of council meetings are readily accessible to members of the community

22.2 Continue to explore and use electronic systems to maximise accessibility and responsiveness and improve the efficiency and effectiveness of service delivery

22.3 Continue to undertake a program of service review to assess the appropriateness, effectiveness and efficiency of services while ensuring equity and access

22.4 Implement Wodonga Council's Gender Equity Strategy to promote and embed an organisational culture that embraces gender equality

22.5 Continue to implement the council’s social inclusion and human rights policies

STRATEGIES AND PLANS SUPPORTING THIS AREA

• Organisational Plan
• Gender Equity Strategy
• Information Technology Strategy
• Information Management Strategy
• Safety, Inclusion and Equity Strategy
**Strategy 23**
**Financial management**

 Undertake fiscally responsible management and budgeting to ensure sustainability and a balance between financial accountability and community outcomes

**WHAT WE WILL DO**

- 23.1 Provide council services and projects with a strong financial planning framework
- 23.2 Maintain accountable and transparent financial practices
- 23.3 Review and enhance our financial management and reporting system to ensure relevant and timely financial advice

**STRATEGIES AND PLANS SUPPORTING THIS AREA**

- Wodonga Rating Strategy
Strategy 24
Lobbying and advocacy

Establish strong relationships with government, partners and stakeholders to advocate for the community on priority issues

WHAT WE WILL DO

24.1 Continue to lobby state and federal governments for funding towards projects of regional significance such as the Baranduda Fields sporting precinct

24.2 Meet with regional and neighbouring councils on a regular basis to discuss shared goals and outcomes

24.3 Continue participation in Regional Cities Victoria and Regional Capitals Australia to keep both State and Federal governments’ focus on regional cities

24.4 Lobby state and federal governments on a case by case basis on services cost-shifting to local government

24.5 Continue to lobby for grant funding to deliver priority projects, infrastructure and services to improve the health and wellbeing of our community

24.6 Lobby the state and federal governments for key improvements to the passenger rail on the North East rail line and train rolling stock

24.7 Lobby and advocate for better transport options for the community through improvements to faster and more regular train and bus services

24.8 Advocate and co-ordinate with state and federal governments to identify future infrastructure and facilities that will need to be planned to meet the growth of Wodonga and the region.