

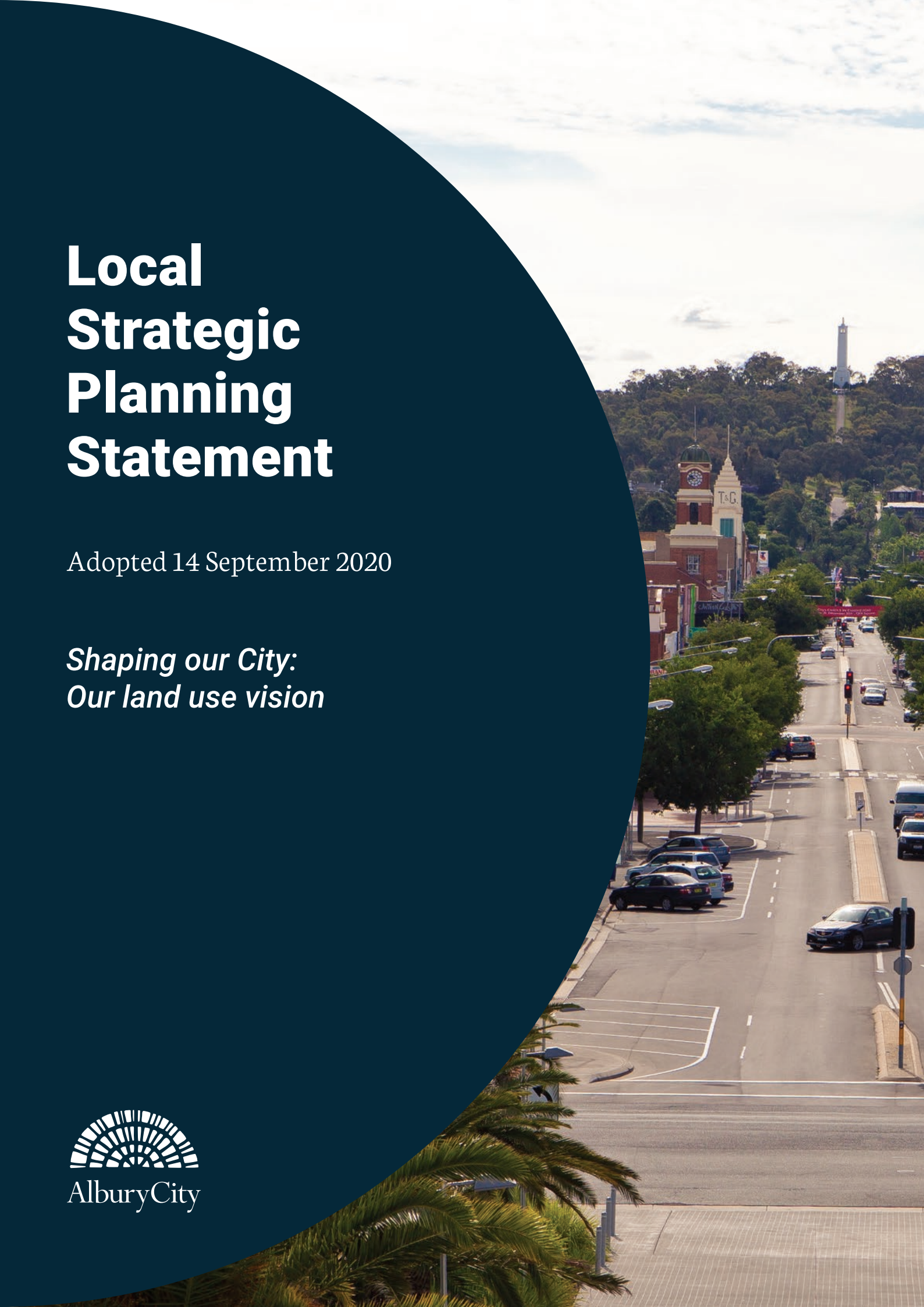
Local Strategic Planning Statement

Adopted 14 September 2020

*Shaping our City:
Our land use vision*



AlburyCity



Introduction

Purpose of the Local Strategic Planning Statement

This Local Strategic Planning Statement (LSPS) will help guide the growth of Albury over the next 20 years.

The aim of the LSPS is to guide future land use planning and influence public and private investment so that it enhances the wellbeing of our community and environment – making Albury one of the most liveable places in Australia.

To achieve this, the LSPS sets out:

- the 20-year vision for land use
- our special characteristics which contribute to our local identity
- our shared community values to be maintained and enhanced
- how growth and change will be managed into the future

The LSPS also identifies planning priorities and future strategic planning activities, in the form of studies and strategies, that are required to help drive us forward. This includes review of planning controls to ensure they protect and enhance the values and characteristics that matter most to our community.

Scope

The scope and focus of the LSPS is on high-level land use directions for Albury. More detailed information and precinct or suburb specific strategies will be included in sub-strategies and plans.

Review

This LSPS will be reviewed at least every 7 years but may be reviewed more frequently as circumstances require or to align with future reviews of our Community Strategic Plan (Albury2030).

Preparing our Local Strategic Planning Statement

Our LSPS is a high-level, unifying document drawing together the key land use directions of both Local and State Government plans and policies (key documents highlighted in the following pages).

In particular, our LSPS is based on the aspirations, knowledge and values expressed by our residents who helped to create our City's Vision and Community Values as part of our Community Strategic Plan (Albury2030), as well as other recent consultation activities to further understand our community's priorities.

Our LSPS also reinforces the Riverina Murray Regional Plan and our Two Cities One Community Plan to help ensure we contribute to our broader regional communities, environments and economies.

Legislative Requirements

Section 3.9 of the *Environmental Planning and Assessment Act 1979* requires Councils to prepare a LSPS and include the following:

- the basis for strategic planning in the area, having regard to economic, social and environmental matters
- the planning priorities for the area
- the actions required to achieve those planning priorities
- the basis for which Council will monitor and report on the implementation of the actions

Strategic Planning Framework

Our LSPS is informed by Local and State Government plans and policies, and includes how these initiatives and strategic directions affect our local area, from a land use perspective.

Our LSPS is informed by:

- Riverina Murray Regional Plan 2036
- Two Cities One Community Plan
- Community Strategic Plan – Albury 2030
- Other local land use strategies (for example Thurgoona Wirlinga Precinct Structure Plan)

In turn, our LSPS will shape future reviews of statutory plans, such as our Local Environmental Plan (LEP), Development Control Plan (DCP) and other local strategies.

An explanation of these plans and strategic directions are outlined in the figure below and in the following pages.

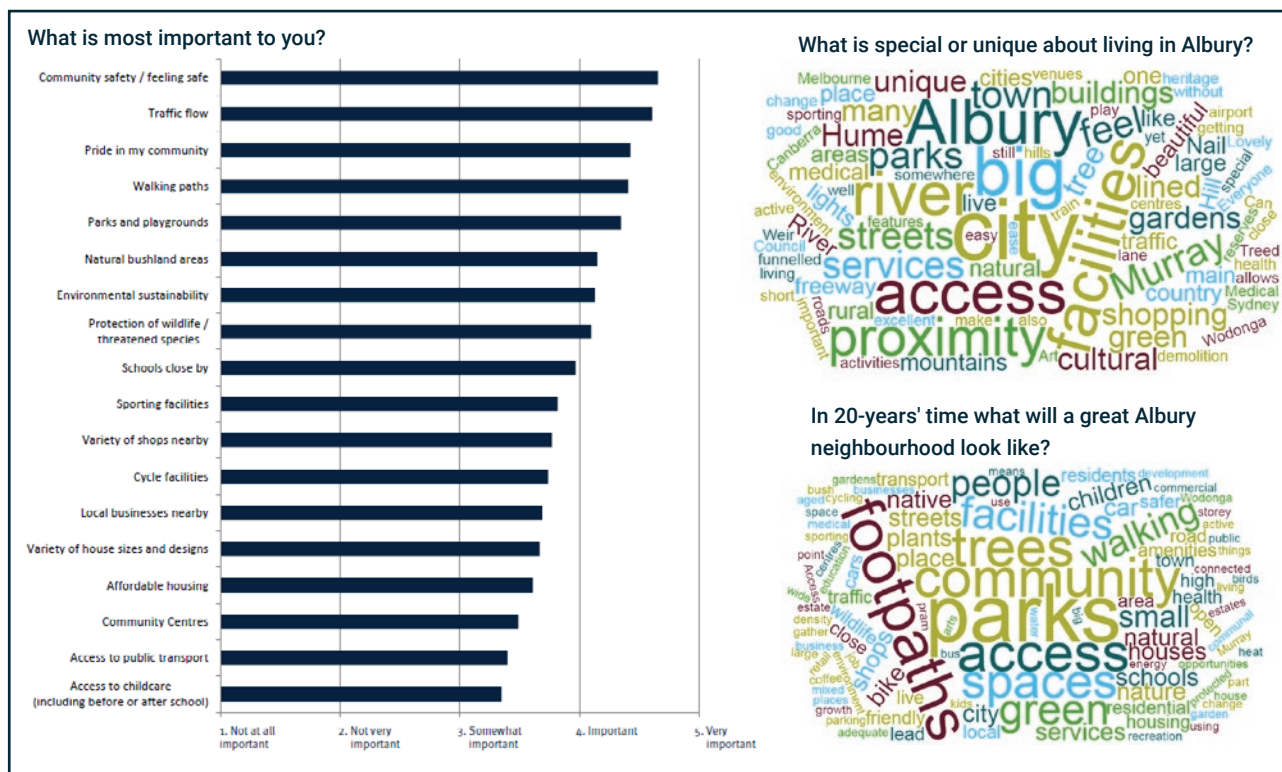
Our LSPS provides our land use vision to guide growth and change

Our LSPS is a unifying document drawing together key local and regional planning strategies and directions



Our LSPS has been prepared by building upon the results of extensive engagement undertaken in developing our Community Strategic Plan (Albury2030) and other recent engagement activities for various projects including:

- This included feedback regarding what residents felt was most special or unique about living in Albury, what aspects are most important to them and what will a great neighbourhood look like in 20-years.



Example of community input from Growing Thurgoona Community Conversations and DCP Part 10 Review

Strategic alignment

Riverina Murray Regional Plan

The Riverina Murray Regional Plan 2036 is a 20-year blueprint for the future of the region. It includes the following vision:

A diversified economy founded on Australia's food bowl, iconic waterways and a strong network of vibrant and connected communities

The Regional Plan acknowledges Albury's important role in supporting the region's smaller communities as well as the relationship to, and export potential with, Melbourne and Victoria.

The Regional Plan includes the following goals:

- A growing and diverse economy
- A healthy environment with pristine waterways
- Efficient transport and infrastructure networks
- Strong, connected and healthy communities



Directions of particular relevance to Albury include:

- Health – establish a health precinct around the Albury Hospital that includes complementary health services
- Agriculture – protect and work with the surrounding agricultural region, including opportunities for freight and logistics and other supporting industries of our regional centre
- Murray River – implement the waterfront management strategy being developed by the NSW Government
- Freight and logistics – support the ongoing performance of existing freight and logistics facilities and explore new opportunities
- Nexus Industrial Precinct – facilitate the growth of this precinct to support jobs and economy and noting the need for south facing access ramps to the Hume Highway at the Davey Road Interchange
- Albury Airport – explore opportunities as a freight export hub (including 'paddock to plane') and other aviation industries
- Economy – capitalise on trend of companies locating away from metropolitan areas to regional areas because of the land availability, price and workforce
- Housing – support through infrastructure the significant urban release area of Thurgoona Wirringa
- Education – develop an education precinct around existing tertiary institutions in Thurgoona and facilitate joint venture opportunities for shared school and community facilities
- Tourism - align land uses and regional tourism strategies

The table on page 23 demonstrates the strategic alignment of our LSPS priorities with the relevant goals of the Riverina Murray Regional Plan.

Albury2030

Albury 2030 is our Community Strategic Plan, identifying our community's aspirations for the future and strategies to achieve them.

Our community's vision is for:

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

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

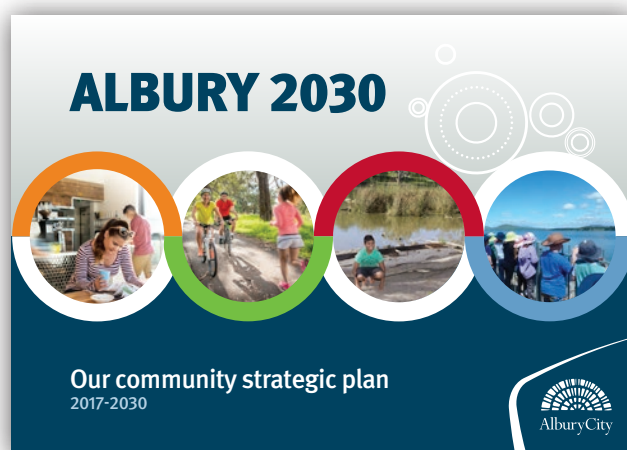
Vibrant – full of energy and life; exciting and enthusiastic; our people and our city

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

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

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

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



Albury 2030 is comprised of four themes that represent the quadruple bottom line issues of: economy, environment, social and civic leadership.

- **A Growing Sustainable Economy**
- **An Enhanced Natural Environment**
- **A Caring Community**
- **A Leading Community**



Our LSPS is based on the aspirations, knowledge and values expressed by our residents who helped to create our City's Vision and Community Values as part of Albury2030. The table on page 23 demonstrates the strategic alignment of our LSPS priorities with the relevant themes and actions of Albury2030.

Two Cities One Community

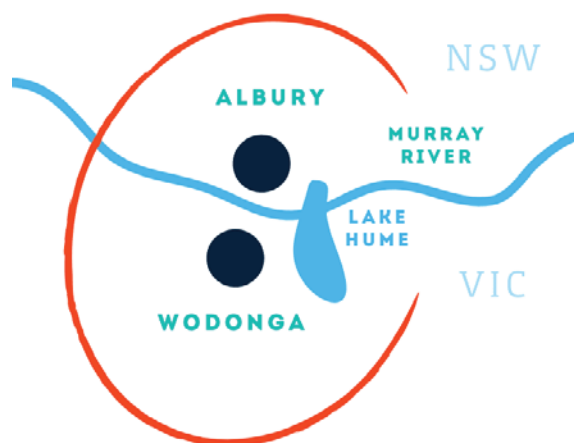
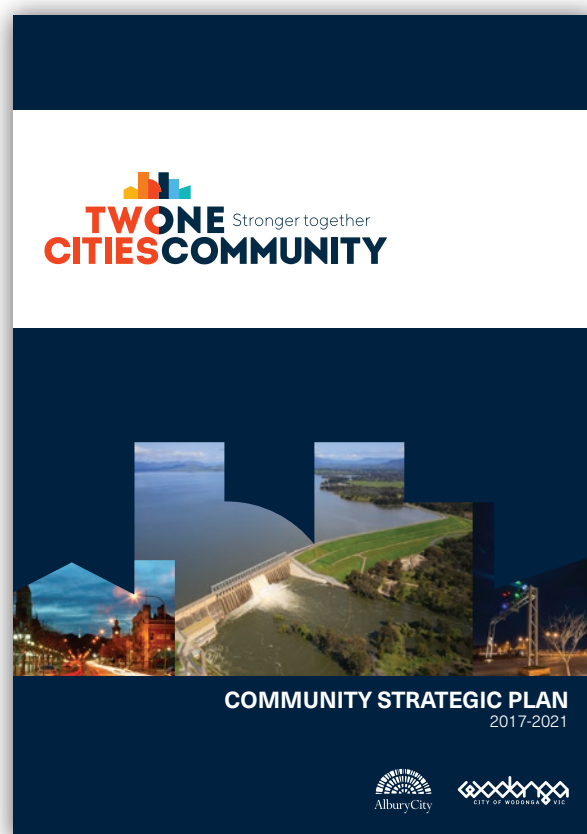
Two Cities One Community is a partnership between AlburyCity and the City of Wodonga pledging a commitment to work together to realise a shared vision to plan, develop and grow the Albury Wodonga region.

A key part of this Plan is joint advocacy to attract funding for regional priority projects.

Goals and actions of relevance to our LSPS include:

- We have managed the growth and development of our community for the betterment of all
- Conduct internal high level review of all plans and strategies that exist for each city and identify strategic priorities
- Determine regional infrastructure priorities and facilities to be developed in each city
- Develop an Integrated Transport Plan
- Advocate for High Speed Rail within close proximity to Albury and Wodonga's CBDs
- Review the Murray River Experience Master Plans
- Explore opportunities to extend the Wagirra Trail to the Lake Hume Weir wall on Victorian side of the river
- Develop a joint Natural Resource Management Strategy and a Regional Biodiversity Strategy (note now combined as the Regional Natural Environment Strategy)
- Develop an integrated plan for Public Land and Hilltops
- Explore renewable energy opportunities for implementation across the two cities
- Investigate a consolidated Sports and Recreation Strategy
- Explore the establishment of a Special Economic Zone

The table on page 23 demonstrates the strategic alignment of our LSPS priorities with the relevant goals of Two Cities One Community.



Planning context

Existing Plans and Strategies

Land use planning in Albury is guided by a series of strategic and statutory planning documents. These documents feed into our overarching LSPS which acts as a unifying document, bringing together the high-level vision and directions. More detailed information remains in the relevant sub-strategy or plan.

Key **Council-wide** documents include:

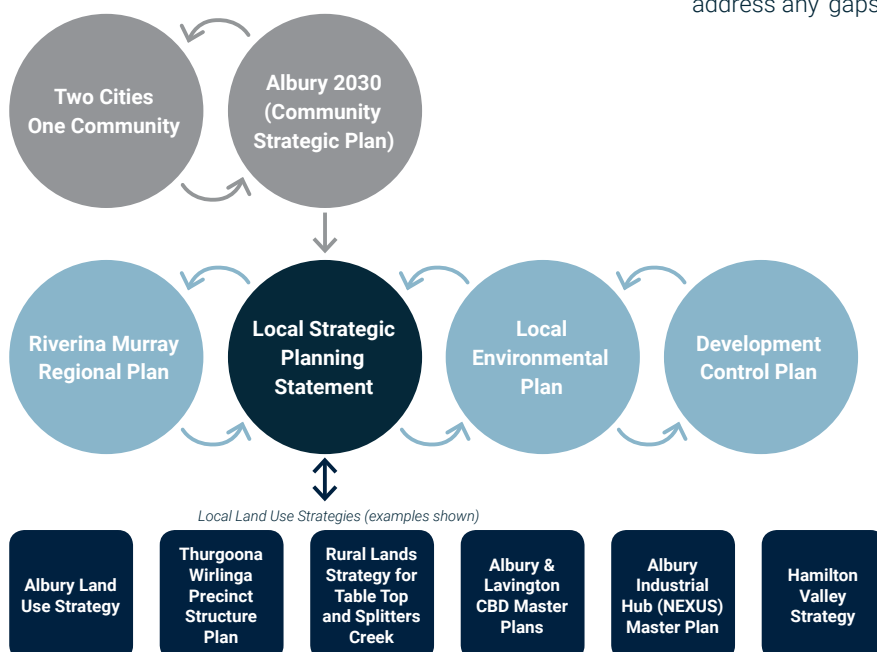
- Albury Local Environment Plan (LEP) 2010
- Albury Development Control Plan (DCP) 2010
- Albury Land Use Strategy (2007)
- Development Monitor (annual)
- Albury Wodonga Regional Economic Development Strategy (REDs) (2018)
- Regional Natural Environment Strategy (2020)
- Retail Development Strategy (2015-2025)
- Regional Freight Transport Plan (RAMROC, 2016)
- Albury & Lavington Heritage Studies (2003)

Key **location-specific** plans and strategies include:

- Thurgoona Wirlinga Precinct Structure Plan (2013)
- Rural Lands Strategy for Table Top and Splitters Creek (2015)
- South Albury Strategy (2004)
- Albury and Lavington CBD Master Plans (2009)
- Hamilton Valley Strategy (2002)
- Murray River Experience Master Plan (2007)
- Albury Industrial Hub Master Plan (Nexus) (2010)
- East Albury Industrial Precinct Master Plan (2012)
- Airport Master Plan (2018)

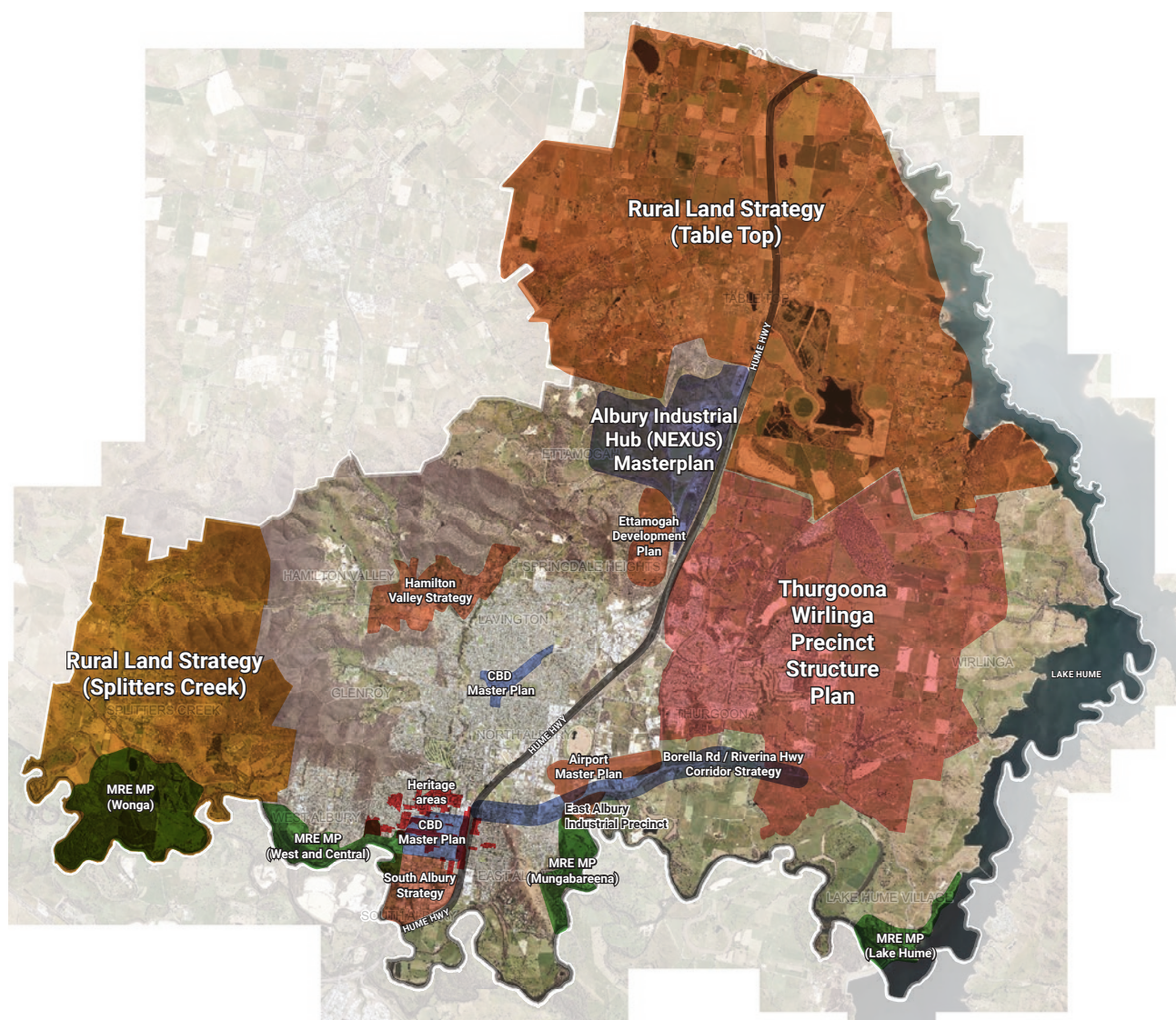
The map on the next page indicates the spatial extent of some location-specific plans. These cover most growth precincts and areas undergoing change. As a result, we are well placed to address the demands and challenges of future development.

The planning priorities and action plan of this LSPS outlines timeframes to review existing plans and identifies opportunities to prepare new strategies to address any 'gaps' in the existing planning framework.



Expanded Strategic Planning Framework (adapted from LSPS Guideline for Councils, Department of Planning and Environment)

Our LSPS acts as a unifying document – drawing together the key planning directions of local, regional and state strategies



Spatial extent of some key location-specific plans

Our place

About Albury

We are a modern, vibrant city on the northern banks of the Murray River in the Riverina region of south-eastern New South Wales. Located 300 kilometres north-east of Melbourne and 570 kilometres south-west of Sydney, Albury covers 307 square kilometres and has a population of 54,353 (ABS, 2019).

Our economy is diverse and resilient. Our City is the major manufacturing, retail, commercial, health, administrative and cultural centre for the region.

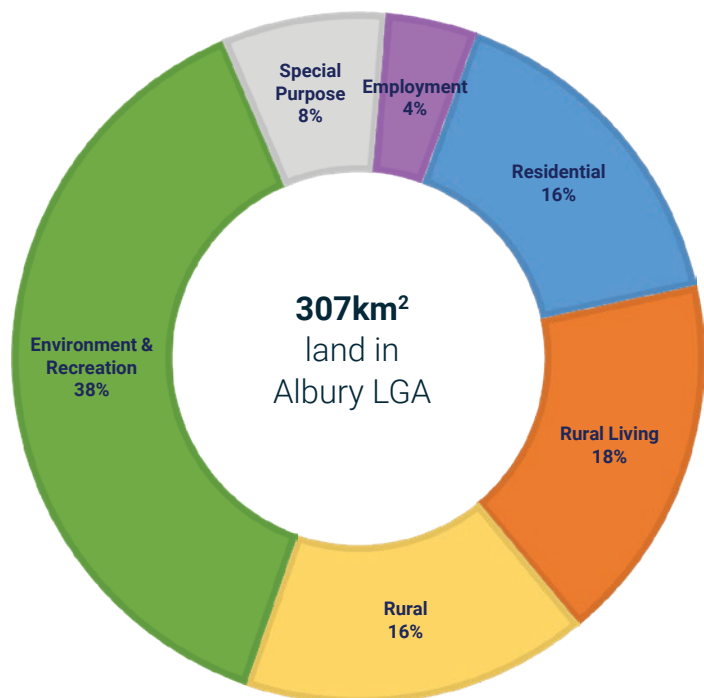


In brief, we are...

- a nationally significant regional city
- Australia's 20th largest city as a cross-border twin-city with Wodonga
- part of the Riverina Murray region – 'Australia's food bowl'
- strategically located, and the largest city, on Australia's busiest inland transport route (Hume Highway and Melbourne to Sydney railway)
- the largest city on the Murray River
- the health, retail and education focus of our region
- surrounded by agriculture, food production and growing tourism industries
- supported by a diverse and resilient economy and strong commercial centres
- liveable with good housing supply and affordability
- connected to our natural environment, including the Murray River, Lake Hume, hills and natural areas supporting an outdoor lifestyle

Our Land Use

- 38% Environment & Recreation
(Environment, Recreation, Waterways zones)
- 18% Rural Living
(RU4, RU5, R5 zones)
- 16% Rural
(RU1, RU2 zones)
- 16% Residential
(R1, R2, R3 zones)
- 8% Special Purpose
(SP1, SP2 zones)
- 4% Employment
(Business, Industrial zones)



Our community

Community profile

Albury is home to 54,353 people (ABS ERP 2019) and has experienced relatively consistent growth, averaging 1% per annum for the last two decades.

Our median age is 39 years which is about the same as NSW and Australia. Compared to Regional NSW, we have a higher proportion of 'pre-schoolers' and a lower proportion of 'persons at post-retirement age'.

Like most areas of Australia our population is ageing. The largest changes in the age structure from the 2011 and 2016 Census were:

- 'Empty nesters & retirees' (60 to 69) (+1,112 people)
- 'Seniors' (70 to 84) (+787 people)

31% of households are lone person households, compared with 27.5% in Regional NSW. Lone person households also increased by 437 between 2011 and 2016; more than couples without children (+273 households) and couples with children (+157 households) combined.

In 2016, 3.6% of employed persons walked to work, 1% cycled and 0.9% commuted via public transport. This totals 5.5% of commuter trips made by active or public transport, demonstrating a high level of car dependency like most regional centres.

As a cross-border, twin city with Wodonga, we are Australia's 20th largest city with a population of 96,436 (ERP, 2019). Wodonga is one of regional Victoria's fastest growing regional centres and is forecast to increase by an additional 16,817 residents from 42,083 (ERP 2019) to 58,900 by 2036 (Source: State of Victoria Department of Environment, Land, Water and Planning 2019). Almost 1 in 4 (23.3%) employed residents cross between the twin-cities for work (ABS, 2016 Census).

Population projection

Projections indicate that Albury will continue to experience relatively consistent population growth.

Our population is forecast to increase by an additional 13,074 to 67,427 by 2036 (approximately 1.3% per increase per year, which matches our recent growth rate) (Source: Profile.id).

However, a range of factors will influence our growth such as:

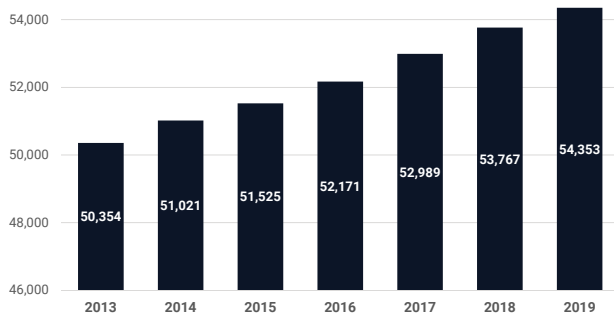
- response to COVID-19 pandemic and decline in overseas migration to Australia
- government policy (for example decentralisation, immigration, employment, rail infrastructure, health, education, funding or outcomes of the planned National Settlement Strategy)
- extent and scale of State, Commonwealth and private investment in health, education, infrastructure and defence
- lifestyle choice
- consumer confidence
- social, environmental and technological factors
- micro/macro-economic factors (for example interest rates, housing affordability, number and type of jobs in an area, lending practices)

In particular, response to COVID-19 pandemic and subsequent decline in overseas migration to Australia may reduce forecast population growth, however the impact of this is difficult to determine at this early stage.

Conversely, forecast population growth could increase as a result of increased liveability pressures and fluctuating house prices in Melbourne and Sydney and the growth in working from home increasing the live-and-work-anywhere trend.

Likewise, potential stimulus funding or improved rail connections that put Albury in closer reach of nearby capital cities could also result in an increased growth rate.

Population snapshot



Albury Estimated Residential Population (Source: ABS ERP 2019)

- Estimated Residential Population of 54,353 (2019)
- Growth averaging 1% per annum since 2001
- Forecast growth of 1.3% per annum
- An additional 13,074 residents by 2036 (about 770 per year)
- Together with Wodonga, Australia's 20th largest city with a population of 96,436 (ERP, 2019), forecast to increase to 126,327 by 2036.

Key demographics summary and land use considerations

Key demographics	Example of land use considerations
Ageing population	<ul style="list-style-type: none"> • Need for mix of housing types • Support for health service and facilities as well as accommodation
High proportion of lone-person households	<ul style="list-style-type: none"> • Need for mix of housing types • Provision and access to community/open spaces
High level of car dependency	<ul style="list-style-type: none"> • Need to better support active transport opportunities • Need for mixed land uses and variety of housing types close to where people work
Growing population	<ul style="list-style-type: none"> • Need for adequate supply of zoned land and supporting infrastructure

Our economic drivers

Overview

Albury has experienced steady and ongoing population growth supported by a diverse local economy.

The Albury – Wodonga Regional Economic Development Strategy 2018–2022 sets out the long-term economic vision and associated strategies for the region. This encompasses five local government areas (LGAs) of Albury City, Wodonga City, Greater Hume Shire, Federation and Indigo Shires. The vision is:

The Albury – Wodonga region will leverage its endowments, building on its economic strengths and specialisations to grow the transport and logistics, manufacturing, agriculture, healthcare and social assistance and tourism sectors, growing the population and creating prosperity to set the region on a path for sustainable development supporting business development and enhancing quality of life for its residents.

The Strategy identifies a number of key endowments in Albury that underpin economic growth, including:

- Albury Airport
- Access to major freight and passenger corridors (Hume Highway, Melbourne – Sydney Railway)
- Major education institutions – Charles Sturt University, UNSW Medical School, TAFE NSW
- Albury Wodonga Health Hospital, Albury Wodonga Regional Cancer Centre and other regional health facilities
- Master-planned growth corridors for both industrial and residential development (e.g. Nexus Industrial Precinct, Ettamogah Rail Hub, Thurgoona Wirlinga Growth Area)
- Strong liveability – beautiful natural location, arts and cultural precinct, regional commercial centres and tourism providers and facilities.

Regional Specialisation

Our key sectors of regional specialisation are:

- Manufacturing
- Transport and Logistics
- Agribusiness
- Healthcare and Social Assistance
- Defence
- Tourism

These sectors have significant impacts on regional employment, value-add and exports.

Some sectors, such as manufacturing, agribusiness and tourism, are regarded as ‘engines of growth’ for the regional economy. Others, such as transport and logistics, are seen as ‘enabling industries’ that are crucial to (and underpin) the ‘engines of growth’ sectors. There are also the ‘population serving’ sectors, such as health care and social assistance. All of these existing economic strengths and specialisations represent the bases on which to build growth in our regional economy.

Growth Sectors

The highest value sectors (REMPPLAN, 2019) within the Albury-Wodonga regional economy are:

- Public Administration & Safety (\$963 million annually)
- Rental, Hiring & Real Estate (\$914 million annually)
- Healthcare & Social Assistance (\$697 million annually)
- Construction (\$653 million annually)
- Manufacturing (\$647 million annually)

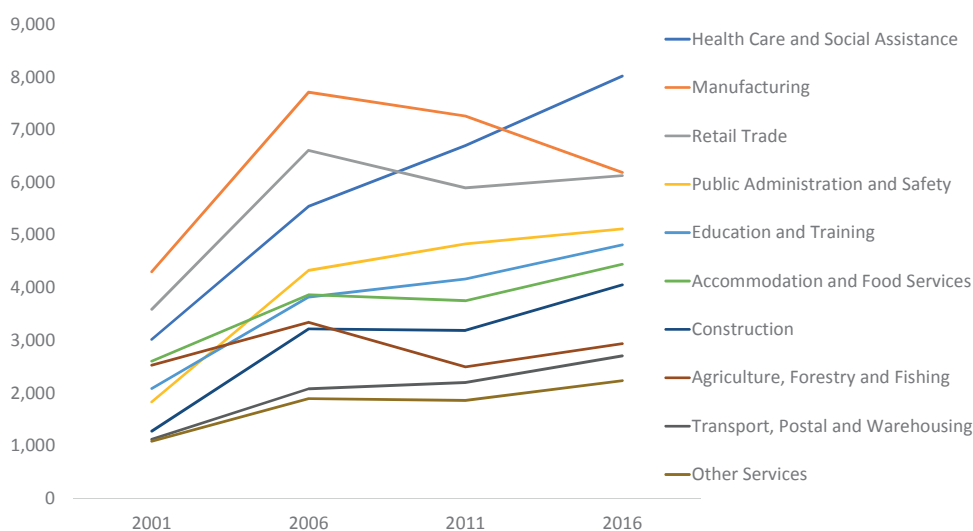
The largest employers (ABS, 2016) in our region are:

- Healthcare & Social Assistance (7,467 jobs)
- Retail Trade (5,406 jobs)
- Public Administration & Safety (4,798 jobs)
- Construction (4,354 jobs)
- Manufacturing (4,227 jobs)

'Health Care & Social Assistance' is the region's major employing sector and has significantly increased over the past 15 years (see figure below). This has been driven by an ageing population and due to Albury–Wodonga acting as a regional hub for health services.

While Manufacturing employment in general has declined over the past decade, the region recently has seen employment in some Manufacturing sub-sectors increase, such as Beverage Product Manufacturing, which grew by close to 50 per cent between 2011 and 2016. Likewise, our existing capabilities in areas such as automation, steel fabrication, recycled plastics and defence products means we are strongly positioned to remain competitive in the national and global manufacturing landscape and evolution into the next era of advanced manufacturing.

As a cross-border, twin-city, influences from Wodonga, one of regional Victoria's fastest growing regional centres, also stimulates the Albury economy with industries such as Construction and Defence playing a key role in both value add and employment within the region.



Employment in the Region, 2001-2016 (Source Albury-Wodonga REDS, 2018)

Our economic strategy

The Albury – Wodonga Regional Economic Development Strategy 2018–2022 sets out the following six strategies. The potential land use considerations associated with these are included in the table below. Also refer to Planning Priority #3 on page 28.

Strategies for Economic Development	Potential Land Use considerations
Support and grow Agribusiness and Softwoods industries throughout the region	<ul style="list-style-type: none"> Affordable supply of industrial zoned land for value-add and support industries Opportunities for Transport and Logistics sector to link agriculture and forestry with manufacturing and markets Investigate options for provision of reliable and affordable energy at industrial sites to support expansion and growth of food and fibre processors
Grow the Transport and Logistics sector	<ul style="list-style-type: none"> Nexus Industrial Precinct provides significant opportunity to grow our transport and logistics sector Completion of Nexus Stage 1 infrastructure projects including gas reticulation, southern access ramps at the Davey Road interchange and extension of rail siding at Ettamogah Rail Hub is needed Retain and better utilise other industrial land located near freeway interchanges and Albury Airport
Continue to develop and grow the Tourism sector and the visitor economy	<ul style="list-style-type: none"> Review land use permissibility to better support tourism, accommodation and related industries (e.g. recently added land use definitions such as "eco-tourism" and "artisan food and drink industry" require review) Explore opportunities to better utilise Lake Hume and the Murray River, including implementation and review of the Murray River Experience Master Plan

Strategies for Economic Development	Potential Land Use considerations
<p>Grow the Healthcare sector through the development of a Health precinct in the region</p>	<ul style="list-style-type: none"> • Create a Master Plan to establish a health precinct around Albury Hospital and Albury Wodonga Regional Cancer Centre to drive consolidation of health services to maximise sector productivity • Seek amendments to Albury Local Environment Plan to facilitate precinct establishment • Upgrade infrastructure to improve traffic management and pedestrian connectivity in and around the health precinct
<p>Attract and retain talent to sustain the supply of skilled workers by improving liveability throughout the region</p>	<ul style="list-style-type: none"> • Create an Education Precinct Master Plan in Thurgoona • Review the Cultural Precinct Master Plan • Investigate opportunities for clustering service industries to maximise productivity through increased networking opportunities, information sharing and conglomeration benefits • Encourage a variety of affordable housing types to encourage skilled worker relocation such as housing close to our CBDs or larger lifestyle blocks that connect to natural areas
<p>Capitalise on the region's opportunity to be a special economic zone</p>	<ul style="list-style-type: none"> • Potential need to review planning provisions to accommodate any cross-border 'Special Economic Zone'

Megatrends

Our planning outlook needs to consider how megatrends and drivers of change translate locally

This section acknowledges the influence that global 'megatrends' may have on our land uses in the coming years. The following megatrends have been identified by the CSIRO's report entitled '*Our future world: Global megatrends that will change the way we live*' and Planning Institute of Australia's report entitled '*Through the lens: megatrends shaping our future*'. Potential land use consideration of "Post COVID-19" have also been added, however this situation continues to evolve and long-term trends and implications are not yet clear.

Global megatrends	Potential Land Use considerations in Albury
1. More from less Increasing demands for limited resources Water and food security Infrastructure used as efficiently as possible Sharing economy and optimising resources through information technology	<ul style="list-style-type: none"> • Opportunity to improve linkages to surrounding food production regions and for increased freight, logistics, export (e.g. 'paddock to plane') and for 'value-add' industries for food production and processing. • Support infill development to get the most out of existing infrastructure and services • Growth of new 'sharing' businesses changing how we consume - such as short term accommodation (e.g. Airbnb) and car rides (e.g. Uber). Need flexible zoning provisions or performance based measures to enable innovation, support the sharing economy and further opportunities to 'work where you live'.
2. Planetary push-back Protection of biodiversity and global climate Decentralised energy production	<ul style="list-style-type: none"> • Climate change is increasing hazards such as heat-waves, bushfires and flooding. Hotter and drier conditions are leading to increasing number of extreme fire risk days and longer fire season. Our urban fringe and rural living areas are most vulnerable. We need to regularly review bush fire prone land maps, flood planning maps and associated planning provisions. • Australia is the sunniest continent in the world and increasingly affordable storage batteries for solar energy is increasing potential for decentralised energy production – shaping future developments and servicing requirements.
3. The silk highway Rapid economic growth and the rise of the middle class Changing nature of markets	<ul style="list-style-type: none"> • Our economy has shifted to the services sector. Our largest sectors of employment are Health Care & Social Assistance (15%), Retail trade (12%) and Education & Training (10%). In the last 10 years, these have replaced manufacturing as the largest sector. • Need for suitable and flexible zoning to accommodate these changes and enable industries to capitalise on our strengths. This includes clustering service industries to maximise productivity through increased networking opportunities, information sharing and conglomeration benefits.

Global megatrends	Potential Land Use considerations in Albury
4. Forever young An ageing population and changing patterns	<ul style="list-style-type: none"> Like most areas of Australia, our population is ageing. By 2036, persons 70 years and over is forecast to increase by around 3,700 people (from 12.1% of the population in 2016 to 14.8% in 2036). There is a need for a greater mix of housing types and support for health services and facilities.
5. Digital immersion An increasingly technologically connected society 5G to increase speed and reliability	<ul style="list-style-type: none"> Electronic and autonomous (self-driving) vehicles are fast developing and are anticipated to be widespread by 2050. This has the potential to transform our transport network and urban areas, requiring less parking spaces and opportunities to improve public transport and freight delivery. Advances in ever more affordable technologies, increased use of sensors and the "Internet of Things", coupled with data analytics capability will see greater use and efficiency delivered by our existing networks and existing asset base. Changing farm/agricultural technologies (such as driverless tractors) are anticipated to see growth in industries/services that support and train farmers in this technology providing greater opportunities for our agribusiness sector. Consulting with the community and sharing information about planning matters is increasingly occurring through digital technology such websites and social media. Web page views on mobile devices has overtaken computers.
6. Porous boundaries Technology and globalisation are changing global relationships Changing nature of work	<ul style="list-style-type: none"> Increasingly flexible and connected work through digital technology changing traditional workplace and office accommodation, such as working from home, shared workspaces, etc. (Also refer '8. Post COVID-19' below). Shift from manufacturing to service-based jobs through technology. Traditional land use planning that separates employment uses and housing due to concerns about air and sound pollution is not as necessary as it once was. Recently planning provisions have provided more allowances for home-based businesses and increased focus on mixed-use precincts that reduce the separation between employment and residential uses. This creates more vibrant places where people can live, work and play without having to travel as far to access services and amenities.
7. Great expectations Rise of the individual consumer Online retail increasing	<ul style="list-style-type: none"> The rise of online retail and a more connected world has led to greater consumer choice and affordability. COVID-19 social distancing requirements accelerated growth in home delivery but has limited some overseas supplies. As a result, growth is occurring in transport, freight and logistics and providing increased opportunities for our strategically located industrial and employment areas near freeway interchanges, rail hubs and airport. This may evolve the character of these precincts.
8. Post COVID-19 Increase in working from home Focus on local supply and home delivery Situation still evolving and long-term trends not yet clear	<ul style="list-style-type: none"> Working from home has rapidly increased and is predicted to endure for some time post COVID-19. This may lead to changes in commercial land uses, travel demand and changed working hours. It may also see desire for larger homes (with dedicated work spaces) and could lead to a 'treechange' away from metro areas. With more people working remotely peak-hour traffic is reduced and planned road upgrades to ameliorate congestion may require review. Increased focus on local manufacturing with reduced international travel from COVID-19 restrictions slowing movement of overseas goods. A greater focus on reliable local supply chains with smart technology and logistics growth is anticipated.

Our vision

Our vision for Albury was established by our community as part of our Community Strategic Plan (Albury 2030) and has been expanded below to focus on the key land use outcomes and include relevant directions from the Two Cities One Community Plan and Riverina Murray Regional Plan (see alignment on page 23). Working together – government, businesses and community – best places us to achieve our vision.

Over the next 20 years, Albury continues to grow and evolve to achieve our community's vision of a ***"nationally significant regional city that is vibrant, innovative, connected and inspired by its culture, environment and location on the Murray River"*** (Albury 2030).

Population growth of around 500-750 persons per year (0.9% - 1.4% p.a.) results in an estimated population of around 65,000-70,000 by 2040. This growth and development is supported through a sustained supply of suitably zoned and affordable land, ongoing review of our strategic plans guiding development and **sustainable provision of infrastructure and facilities**.

Diverse, well-designed and affordable housing opportunities continue in our planned Thurgoona Wirlinga Growth Area supported by our Structure Plan, and also within existing urban areas through sensitive infill development, particularly around our activity centres which provide good access to service and facilities. Housing opportunities and choice cater for changing demographics such as increase in lone-person household and ageing population, ensuring that resident amenity is maintained.

A **strong regional economy** supporting local employment continues through growing and expanding industries and capitalising on opportunities of the Nexus Industrial Precinct, Inland Rail project, advanced manufacturing, health and education precincts and significant transport and logistics sector afforded by our strategic location. Tourism also plays an important role in our productivity and employment with key attractors focused on natural assets such as the Murray River and Lake Hume.

An **integrated transport network** improves connectivity and access to housing, employment and services through a range of transport options. Sustainable transport opportunities such as improved public transport, walking and cycling support a healthy, active community and improved place outcomes.

Our **CBDs and local centres** continue to support our region and community as vibrant places with a variety of residential and commercial development. Albury CBD retains its important role as the highest order retail destination in the region, with Lavington and Thurgoona as important supporting retail centres.

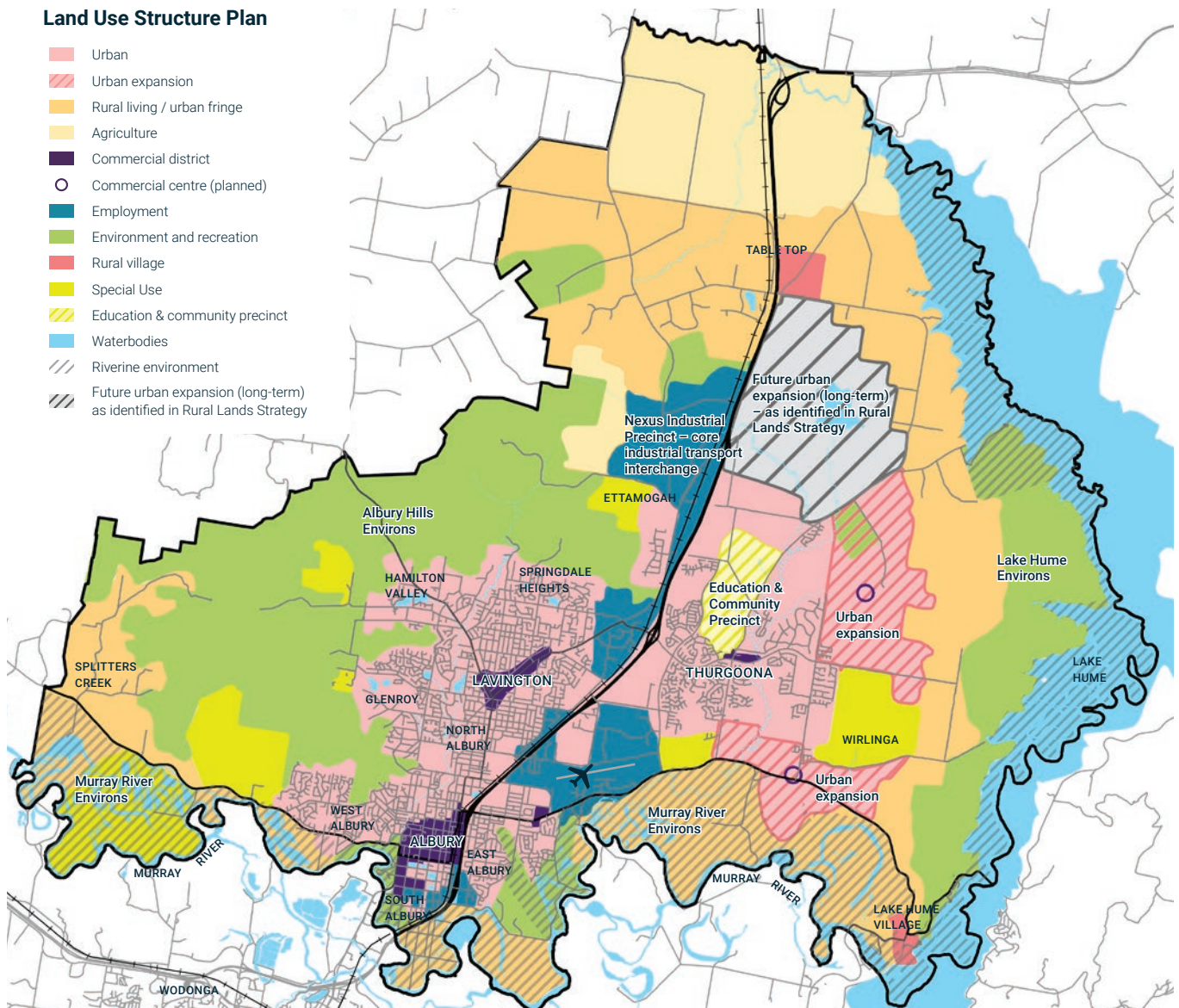
Our **natural environment** and **unique landscape setting** on the Murray River and Lake Hume is protected, maintained and enhanced. Environmental lands continue to provide important biodiversity, habitat, corridors and links to support local wildlife. Sustainable development and appropriate land uses complement and respect the natural environment.

The effects of **climate change and natural hazards** are mitigated through appropriate planning, increasing resilience and supporting sustainable urban environment.

Our **natural, built and Aboriginal cultural heritage** are protected, conserved and celebrated providing the community with a sense of living history and a connection to the work and way of life of earlier generations.

Our **great places** like parks, sports fields, walking and bike trails, botanic gardens and other spaces are maintained and enhanced to support healthy lifestyles through passive and active recreational opportunities and contribute to our outdoor lifestyle and liveability.

Land Use Structure Plan



Land Use Structure Plan – indicative broad-scale mapping (not zoning) based on existing land use strategies and plans (e.g. Albury Land Use Strategy 2007, Albury Local Environmental Plan 2010, Thurgoona Wirlinga Precinct Structure Plan, Rural Lands Strategy 2015).

Planning Priorities

Planning Priorities

To achieve our vision, the following Planning Priorities are identified and consistent with the directions of our key local and regional plans (refer next page).

Our Planning Priorities are grouped under the relevant Albury2030 themes and not in order of priority.

THEME 1 – A Growing Sustainable Economy

Priority 1: Infrastructure supporting new development

Priority 2: Diverse, well-designed and affordable housing

Priority 3: A growing sustainable economy

Priority 4: Leveraging our strategic location through transport and logistics

Priority 5: Integrated transport network including active transport

Priority 6: Vibrant CBDs and strong local centres

Priority 7: Coordinated and well-planned growth precinct (Thurgoona Wirlinga)

THEME 2 - An Enhanced Natural Environment

Priority 8: Respond to our unique landscape setting

Priority 9: An enhanced natural environment

Priority 10: Adapting to the impacts of urban and natural hazards and climate change

THEME 3 - A Caring Community

Priority 11: Protect, conserve and celebrate our natural, built and Aboriginal cultural heritage

Priority 12: Great places for our community to enjoy

Strategic Alignment

Our Planning priorities are strategically aligned with the relevant directions, themes and actions of Albury2030 (our Community Strategic Plan), Two Cities One Community plan and the Riverina Murray Region Plan 2036.

	LSPS Planning Priorities	Albury2030	Two Cities One Community	Riverina Murray Regional Plan
THEME 1 – A Growing Sustainable Economy	Priority 1: Infrastructure supporting new development	1.4.3 Plan for and ensure the sustainable provision of infrastructure and facilities to support long term growth and development of the City.	1.1 We have managed the growth and development of our community for the betterment of all	21. Align and protect utility infrastructure investment
	Priority 2: Diverse, well-designed and affordable housing	1.2.5 Encourage innovative and modern design for the built and natural environment - maximise community choice and vibrancy.	1.5 We are a destination of choice for new residents considering a 'city change'	25. Build housing capacity to meet demand 26. Provide greater housing choice 27. Manage rural residential development
	Priority 3: A growing sustainable economy	1.5.1 Promote Albury as a major regional economy and the regional city of choice for lifestyle, career and investment opportunities.	1.3. We promote business, investment and jobs	2. Promote and grow the agribusiness sector 3. Expand advanced and value-added manufacturing 4. Promote business activities in industrial and commercial areas 5. Support the growth of the health and aged care sectors 6. Promote expansion of education and training opportunities 7. Promote tourism opportunities
	Priority 4: Leveraging our strategic location through transport and logistics	1.6.5 Develop and promote the inland rail freight corridor and other rail freight improvements	1.3. We promote business, investment and jobs	17. Transform the region into the eastern seaboard's freight and logistics hub 18. Enhance road and rail freight links 19. Support and protect ongoing access to air travel
	Priority 5: Integrated transport network including active transport	1.6.1 Develop integrated transport opportunities to improve connectivity and access to housing, employment and services through a range of transport options. 1.7.1 Improve infrastructure and opportunities for walking and cycling.	1.4: Public transport and connectivity meets community needs	20. Identify and protect future transport corridors 24. Create a connected and competitive environment for cross-border communities
	Priority 6: Vibrant CBDs and strong local centres	1.2.4 Continue to enhance Albury and Lavington CBDs. 1.3.1 Support and encourage a diversity of residential and commercial development in the Albury and Lavington CBDs.	1.3. We promote business, investment and jobs	22. Promote the growth of regional cities and local centres
	Priority 7: Coordinated and well-planned growth precinct (Thurgoona Wirlinga)	1.3.2 Support and promote sustainable growth through planning and infrastructure to provide employment opportunities, housing choice and community facilities	1.1 We have managed the growth and development of our community for the betterment of all	25. Build housing capacity to meet demand
THEME 2 – An Enhanced Natural Environment	Priority 8: Respond to our unique landscape setting	1.1.2 Improve access to and experiences available at Lake Hume and the Murray River - Maximizing use of natural assets. 2.1.5 Promote sustainable development that compliments and respects the natural environment.	2.2 We preserve and experience the beautiful and unique area we live in	13. Manage and conserve water resources for the environment 14. Manage land uses along key river corridors
	Priority 9: An enhanced natural environment	2.3.3 Promote and enhance the natural environment.	2.3: We are a leader in natural resource management	15. Protect and manage the region's many environmental assets
	Priority 10: Adapting to the impacts of urban and natural hazards and climate change	2.2 Albury is prepared for changing environmental conditions	2.1: We have a high level of awareness of sustainability and environmental issues	16. Increase resilience to natural hazards and climate change
THEME 3 – A Caring Community	Priority 11: Protect, conserve and celebrate our natural, built and Aboriginal cultural heritage	3.7.5 Protect, enhance and promote items of built, natural and cultural heritage significance	3.4: We are a caring, equitable and inclusive community	29. Protect the region's Aboriginal and historic heritage
	Priority 12: Great places for our community to enjoy	3.4 Albury offers a diverse and accessible range of facilities and activities for all ages	3.3: Our community is healthy and has a strong sense of wellbeing	28. Deliver healthy built environments and improved urban design

Priority 1: Infrastructure supporting new development

As we grow, the demand for affordable land and good quality infrastructure to support our community will continue.

Keeping infrastructure in pace with development is a challenge. Our City has experienced considerable growth over the last two-decades (averaging 1% per annum). There is a wide development front in Thurgoona and Wirlinga as a number of residential subdivisions have commenced in recent years. Over the next 20-years our City is forecast to accommodate an additional 10,000 - 15,000 persons requiring an additional 4,000 - 6,500 dwellings.

The financing and delivery of infrastructure to keep pace with this growth requires significant resources and planning. For Albury this includes a number of major infrastructure investments in the coming years to expand our transport, water and sewer networks.

Likewise, funding and delivery of social infrastructure such as open spaces, libraries, community centres and the like is also a challenge as public funding sources become more constrained.

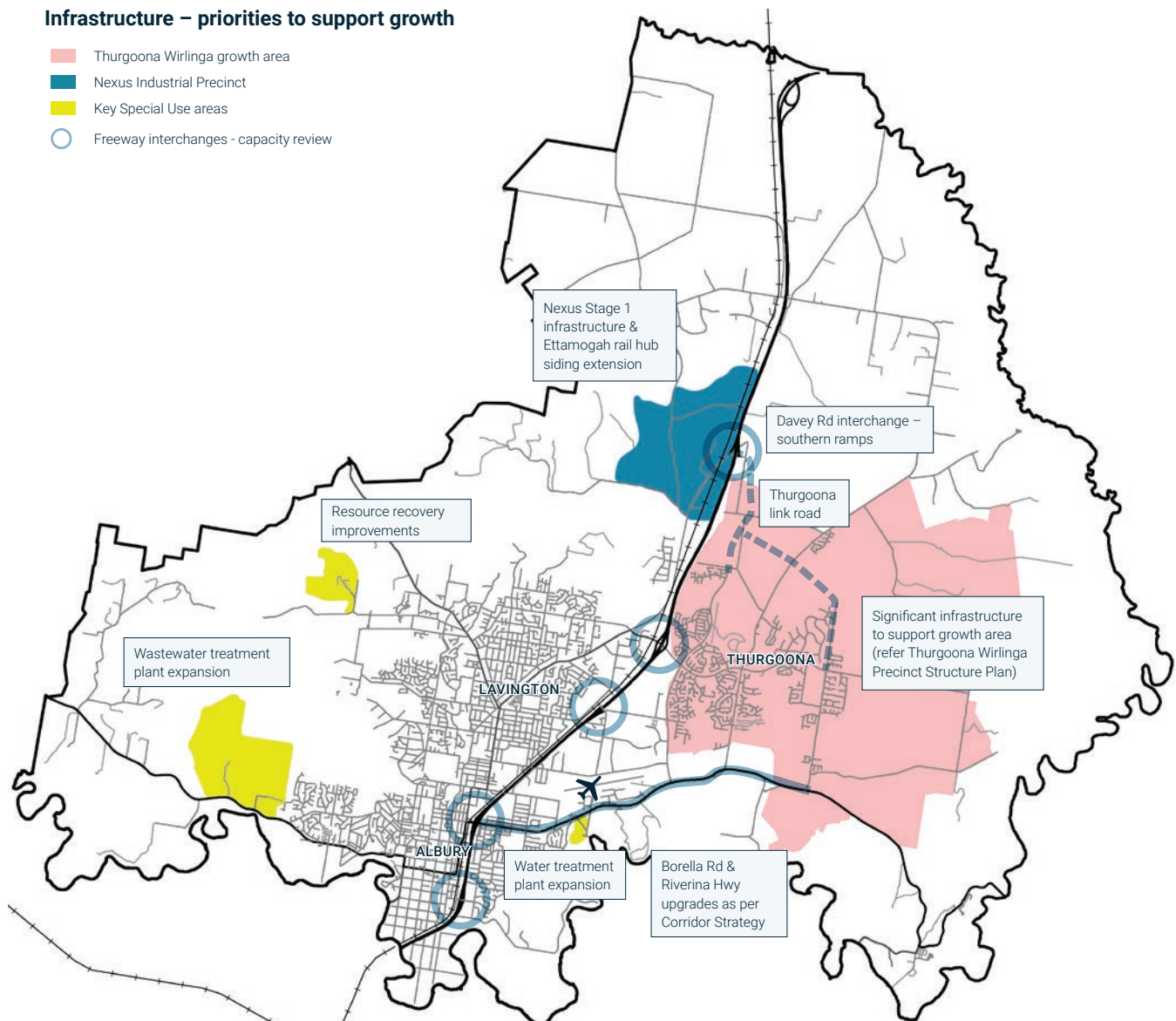
We need to continue to carefully plan our growth and expansion in greenfield areas as well as promote and support infill development to ensure existing services and infrastructure are used as efficiently as possible.

Seeking state or federal funding for investments in social infrastructure like schools, hospitals and emergency services is also important to maintain the liveability of our City.

Actions

- 1.1 Continue to work with State and Federal Governments for infrastructure investment that supports the continued population growth across Albury and in Thurgoona and Wirlinga in particular.
- 1.2 Work with Transport for NSW to deliver major transport infrastructure that will support growth such as Davey Road interchange southern ramps, active transport options, Thurgoona link road, Borella Rd & Riverina Hwy Corridor Strategy recommendations and opportunities to increase capacity of freeway interchanges.
- 1.3 Continue to advocate for detailed planning, site confirmation and funding for new primary and secondary schools to support our growing community in Thurgoona and Wirlinga.
- 1.4 Continue to implement water, sewer and drainage strategies to service growth areas as well as detailed planning and delivery of major upgrades to our water and wastewater treatment plants.
- 1.5 Review our Infrastructure Contributions Plan following the NSW Government review.
- 1.6 Review our Engineering Guidelines for Subdivision that specify the standards for infrastructure such as roads and stormwater in new development, to reflect best practice.
- 1.7 Review the Thurgoona Wirlinga Precinct Structure Plan including further investigation of infrastructure capacity, growth modelling, potential land reservation and acquisition requirements and further explore co-location of social infrastructure such as education, health, transport and open space.
- 1.8 Continue to monitor residential, commercial and industrial development through our annual Development Monitor to inform future planning and infrastructure needs.

Infrastructure – priorities to support growth



Example of key infrastructure priorities indicatively mapped and based on existing land use strategies and plans (note not an full list of infrastructure needs).

\$550 million in infrastructure and facilities identified for Thurgoona Wurlinga

As per Thurgoona Wurlinga Precinct Structure Plan (2013)

Priority 2: Diverse, well-designed and affordable housing

We have capacity for continued growth with extensive greenfield land supply to meet residential market demand now and into future. Our existing urban areas also have opportunity for infill and revitalisation, particularly close to our commercial centres which provide good access to services and facilities. No large-scale rezonings are anticipated in the short-medium term.

Our Local Environmental Plan (LEP) identifies extensive areas of undeveloped residential zoned land and 'Urban Release Areas' for future growth. These areas are primarily located in Thurgoona and Wurlinga and have been the subject of major strategic land-use investigation, resulting in the development of the Thurgoona Wurlinga Precinct Structure Plan. The Structure Plan covers an area of 4,500ha and is to support an ultimate population close to 50,000 people over the next 50+ years. Significant residential development has been undertaken in the growth area since its adoption and review of the Structure Plan is proposed in 2021-22 to plan for continued growth of the area.

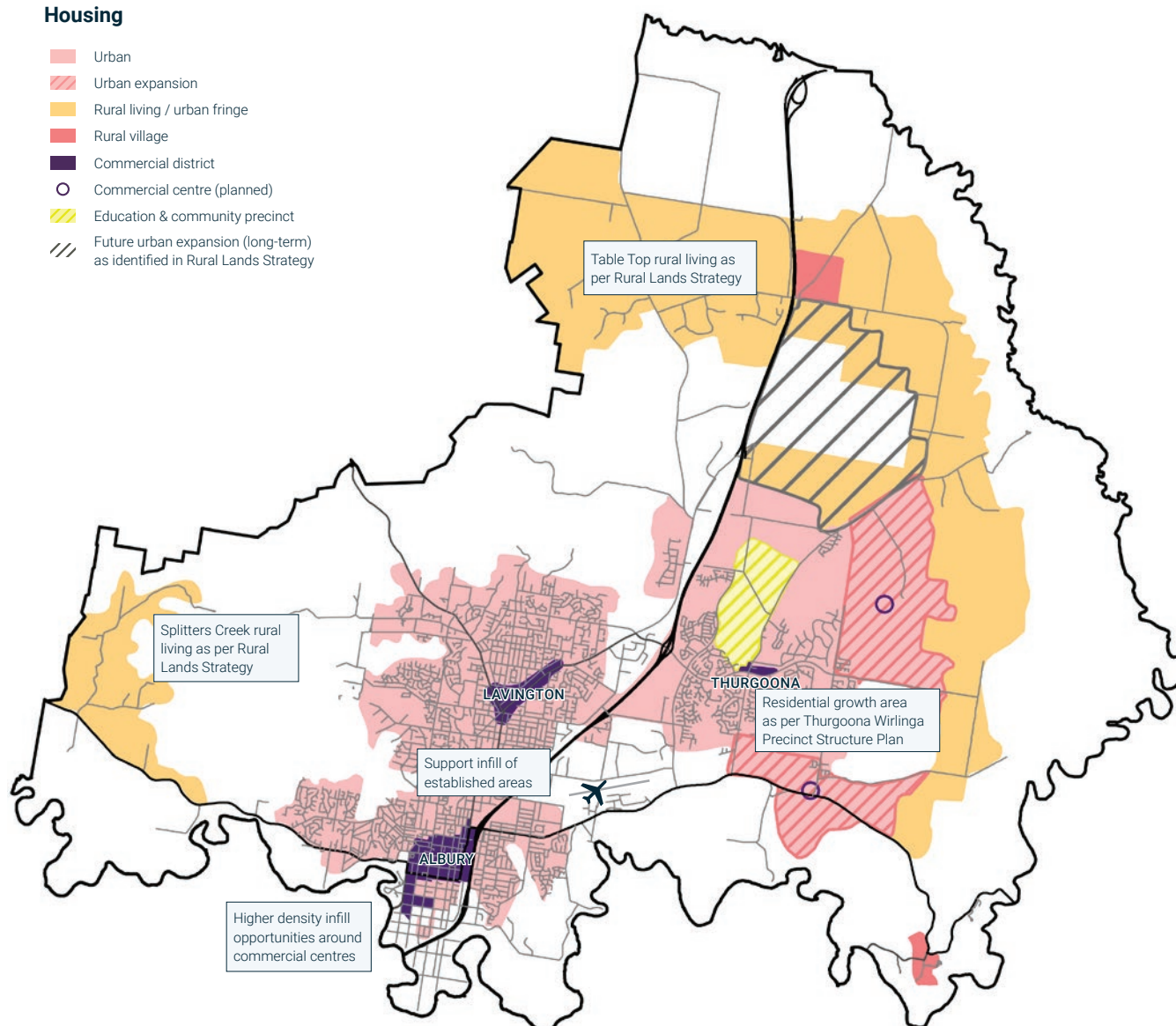
The Rural Lands Strategy for Table Top and Splitters Creek identifies future long term urban development opportunities, as well as land suitable for rural residential, rural lifestyle or agricultural purposes. The Strategy provides housing choice in Albury's fringe and rural areas, whilst also managing issues of land use conflict, the provision of infrastructure and environmental and natural hazards.

We need to continue to encourage a mix of residential development, housing affordability and housing choice, including housing types that respond to demographic trends of increasing lone-person households and ageing population.

Actions

- 2.1 Promote good design of residential development through implementation of the Thurgoona Wurlinga Precinct Structure Plan and recently amended residential development provisions of the Albury Development Control Plan 2010 (Part 10).
- 2.2 Prepare an Affordable Housing Strategy as identified in our Prevention of Homelessness Strategy.
- 2.3 Encourage a mix of residential development, including those that respond to demographic trends of increasing lone-person households and ageing population.
- 2.4 Support infill development and revitalisation of established residential areas including increased housing choice such as town houses, villas and apartments close to existing centres and services.
- 2.5 Support opportunities for rural living development which aligns with our Rural Lands Strategy.
- 2.6 Prepare a comprehensive Housing Strategy incorporating any sub-strategies (eg. Affordable Housing Strategy and precinct specific strategies) and considering the NSW Housing Strategy currently being prepared to guide future housing directions. Review and update existing strategies guiding residential development such as the Hamilton Valley Strategy (2002), Thurgoona Wurlinga Precinct Structure Plan (2013) and Rural Lands Strategy (2015).
- 2.7 Prepare a Structure Plan to guide development for Lake Hume and Table Top villages.
- 2.8 Actively promote our pre-application advice to encourage and promote good design of residential development and integration with the surrounding locality.

Housing



Key housing areas – indicative broad-scale mapping based on existing land use strategies and plans (e.g. Albury Land Use Strategy 2007, Albury Local Environmental Plan 2010, Thurgoona Wirringa Precinct Structure Plan, Rural Lands Strategy 2015).

We have suitable supply of quality and affordable vacant land to meet housing demand

Priority 3: A growing sustainable economy

Albury has a diverse local economy underpinned by a number of key endowments such as Albury Airport, access to major freight and passenger corridors (Hume Highway and Melbourne-Sydney railway), major education institutions and significant health facilities including the Albury-Wodonga Regional Cancer Centre.

Construction, manufacturing, public administration & safety, healthcare & social assistance and transport, postal & warehousing are the key drivers of our regional economy in terms of exports, employment, value-added and local expenditure on goods and services.

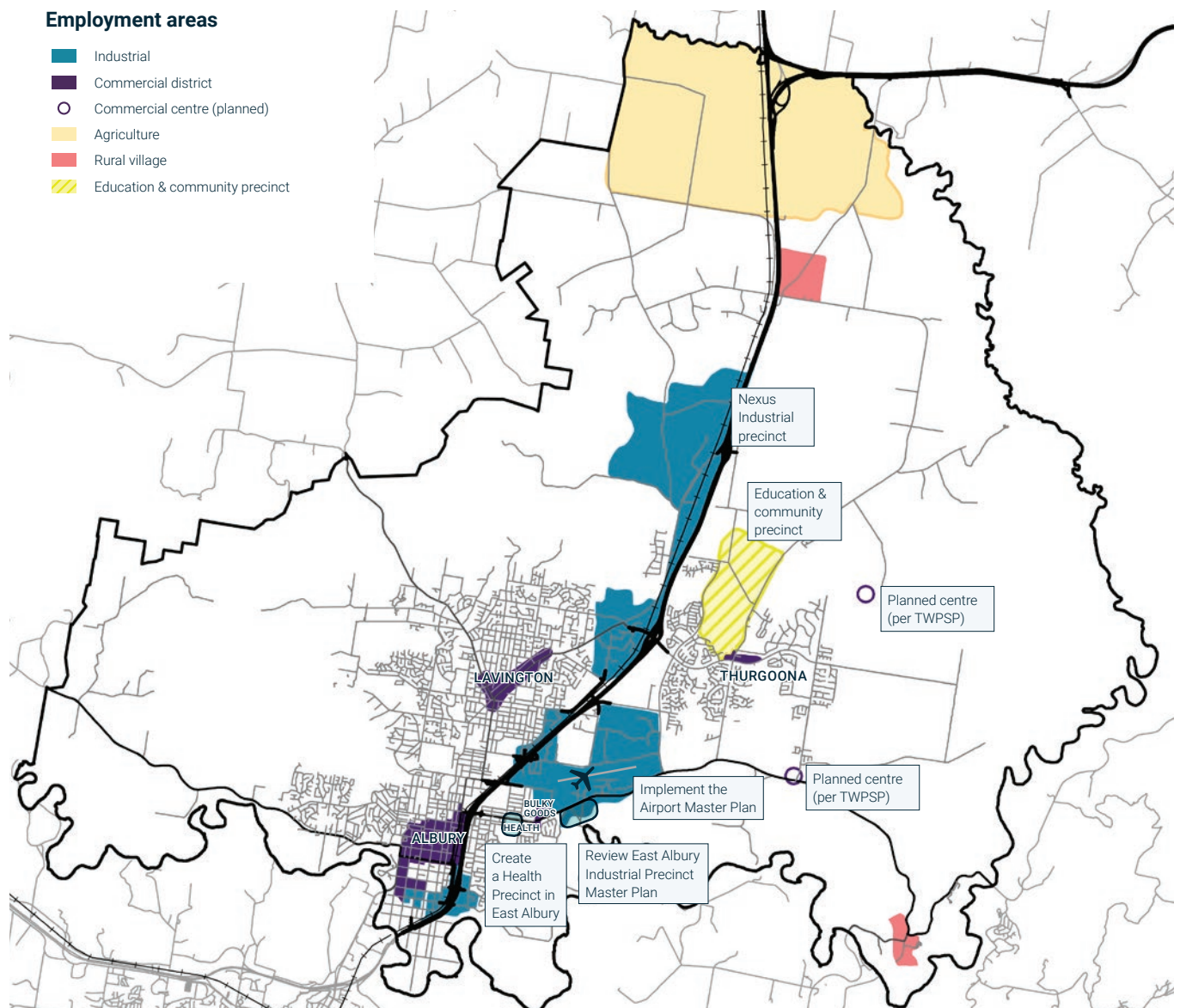
Master-planned growth corridors for industrial and residential development offer quality and affordable land such as the Nexus Industrial Precinct and Thurgoona Wirlinga residential growth area. Our beautiful natural setting, arts and cultural precinct, outdoor recreation and tourism opportunities also contribute to our economy and attractiveness as place to live and work.

Recently a trend has been observed of companies locating away from metropolitan areas to regional areas resulting from land availability, price and workforce, providing opportunities to grow our economy and increase local employment.

In response to COVID-19 restrictions recently experienced, it is even more important to support our economy and local employment. This includes capitalising on opportunities of the Nexus Industrial Precinct, Inland Rail project, health and education precincts, advanced manufacturing and significant transport and logistics sector afforded by our strategic location. Tourism also has an important role in our productivity and employment.

Actions

- 3.1 Protect industrial land from potential land use conflicts arising from inappropriate and incompatible surrounding land uses.
- 3.2 Implement and regularly review the Albury–Wodonga Regional Economic Development Strategy.
- 3.3 Capitalise on opportunities presented by the Albury–Wodonga Regional Deal.
- 3.4 Create a Health Precinct Master Plan centred on the Albury Hospital and Albury-Wodonga Regional Cancer Centre to drive consolidation of health services and maximise sector productivity.
- 3.5 Deliver the Thurgoona Education Precinct Master Plan being prepared with Charles Sturt University and TAFE NSW, responding to the changing nature of education and online learning, and facilitating potential joint venture opportunities for shared school and community facilities.
- 3.6 Continue to monitor commercial and industrial development through our annual Development Monitor to help ensure land supply, infrastructure and services are available to facilitate industry and business growth.
- 3.7 Investigate special designation for the Nexus Industrial Precinct to streamline development (refer Priority 4).
- 3.8 Encourage infill development of other existing industrial land to maximise the use of existing infrastructure and significant transport networks.
- 3.9 Review the East Albury Industrial Precinct Master Plan.
- 3.10 Review our CBD Master Plans and continue to support our CBDs and local centres (refer Priority 6).
- 3.11 Regularly review our land use strategies and planning provisions to maximise employment opportunities and streamline regulatory processes. Investigate some increased planning flexibility regarding artistic and creative enterprises, emerging industries and night-time economy.



Key employment areas – indicative broad-scale mapping based on existing land use strategies and plans (e.g. Albury Land Use Strategy 2007, Albury Local Environmental Plan 2010, Thurgoona Wirringa Precinct Structure Plan, Rural Lands Strategy 2015).

Priority 4: Leveraging our strategic location through transport and logistics

Our strategic location between Melbourne and Sydney and Canberra, on Australia's busiest inland transport corridor (Hume Freeway and Melbourne-Sydney railway), provides significant transport and logistic opportunities. This in turn also acts as an enabler for various other industry sectors such as manufacturing and agriculture.

Albury Airport also provides significant opportunities servicing a population of approximately 170,000 with regular passenger transport, air charter operations, air ambulance services, small/medium freight services and aviation related industries.

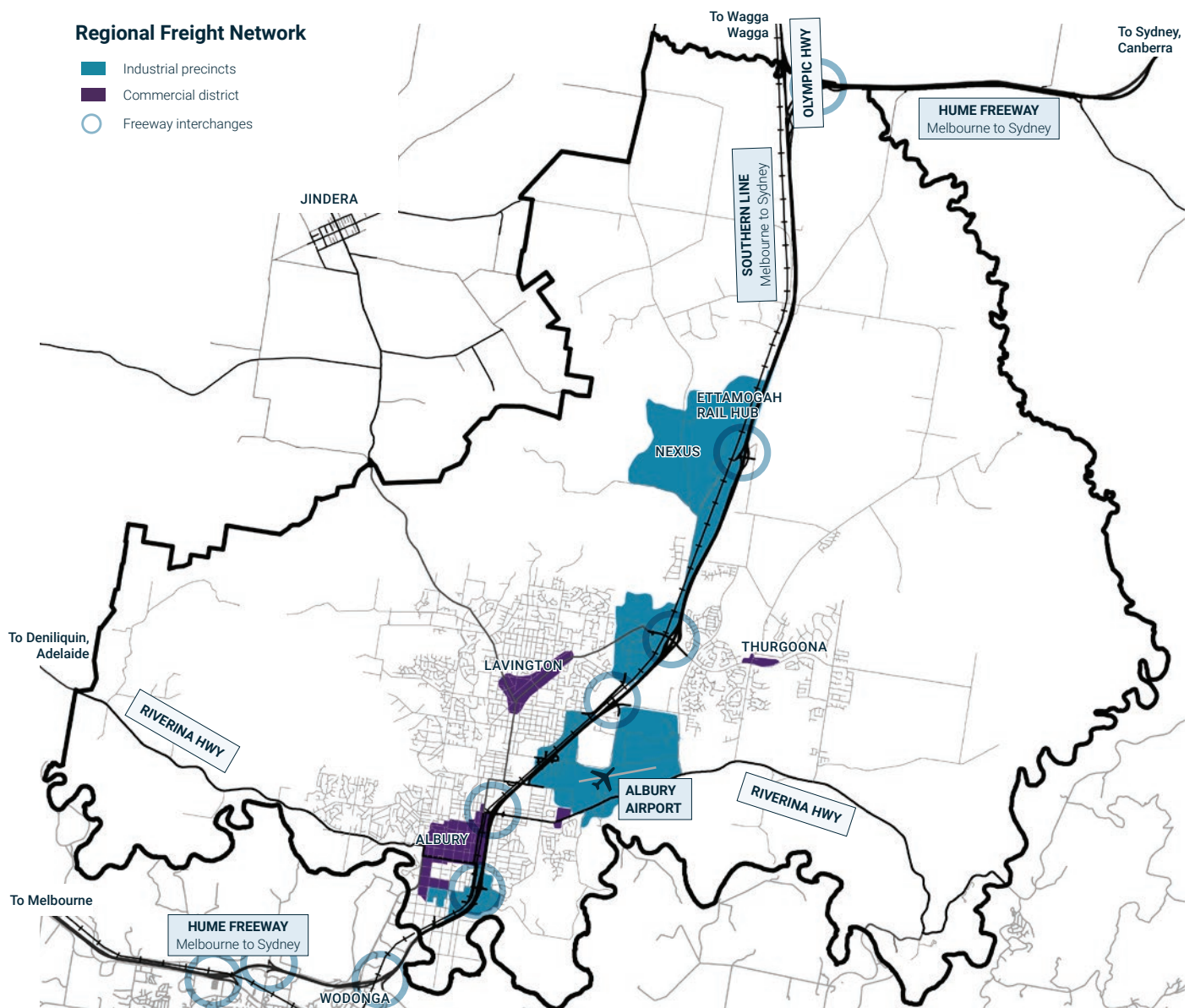
The Inland Rail project provides significant opportunities for the Ettamogah Rail Hub, Nexus Industrial Precinct and our wider economy. It is Australia's largest freight rail project of more than 1700 kilometres between Brisbane and Melbourne. It will significantly improve freight connectivity between regional centres and the marketplace and allow freight to be delivered along the route within 24 hours.

This unique mix of easy freeway, rail and airport access connecting to Australia's largest cities, combined with good land supply and competitive land prices provides significant opportunities for Albury-Wodonga.

Our land use planning needs to protect our key transport and logistics infrastructure and regularly review planning strategies and controls to make the most of these opportunities.

Actions

- 4.1 Avoid the encroachment of incompatible land uses on major transport corridors and infrastructure.
- 4.2 Work with other Councils, State and Federal Governments to implement the RAMROC Regional Freight Transport Plan.
- 4.3 Capitalise on the Inland Rail Freight Corridor and other rail freight improvements.
- 4.4 Implement the Airport Master Plan and continue to monitor and review OLS and ANEF requirements to help manage surrounding land uses and protect current and future Airport operations.
- 4.5 Investigate opportunities for Albury Airport as a freight export hub (including 'paddock to plane') and other aviation industries.
- 4.6 Support the continued allocation of 20 per cent of flight slots at Sydney Airport to regional NSW services and seek a greater allocation in peak periods.
- 4.7 Continue to advocate for faster and improved rail connections to nearby capital cities.
- 4.8 Work with our significant manufacturing industry and surrounding agriculture, timber and food and beverage industries to expand freight and logistics and grow 'value-add' industries and other supporting businesses in our City.
- 4.9 Investigate a special designation (e.g. SAP or LAP - refer page 32) for Nexus Industrial Precinct to streamline development and capitalise on opportunities from the Ettamogah Rail Hub and Inland Rail project.
- 4.10 Review the Albury Industrial Precinct (Nexus) Master Plan.
- 4.11 Work with Transport for NSW to deliver the Davey Road interchange southern ramps, Thurgoona link road and further design and implement the Borella Rd & Riverina Hwy Corridor Strategy.



Regional Freight Network – indicative mapping only

Nexus Industrial Precinct – special designation

Nexus is a 450ha industrial precinct 10km north of the Albury CBD. It is strategically located adjacent to the Melbourne-Sydney railway and the Hume Freeway corridor and offers affordable and large sites supporting major development opportunities in various sectors such as transport and logistics and manufacturing.

Key developments within the precinct currently include:

- Ettamogah Rail Hub – covers an area of over 70ha and includes the \$22 million intermodal rail facility.
- Overall Forge Site – 9ha site currently operating a steel forge with approximately 100 staff.
- Visy Site – covers approximately 300ha and includes the former Norske Skog Paper Mill which supported more than 250 full time staff. Visy purchased the site in March 2020 and is analysing options for future utilisation of the site.

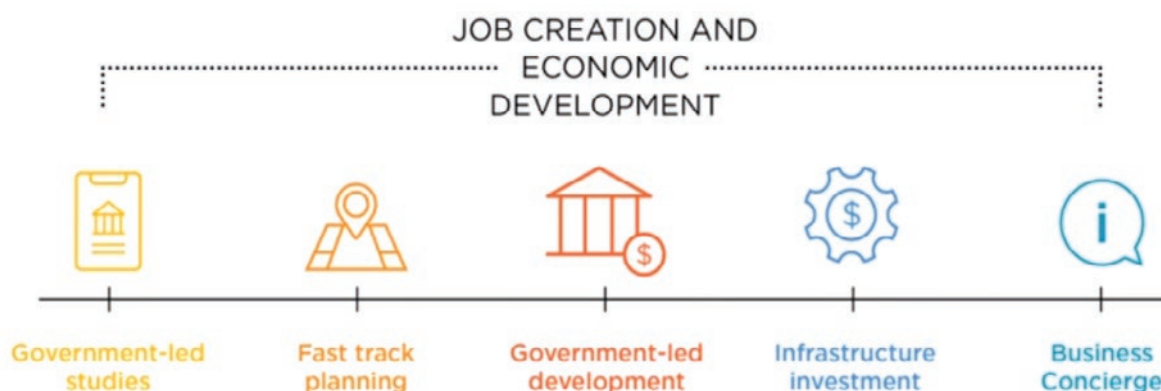
A detailed master plan has previously been prepared (Albury Industrial Hub Master Plan). The Master Plan sets clear guiding principles, land use composition and industrial development design principles. It has enabled State and Federal infrastructure funding for significant upgrade of road and infrastructure capabilities in recent years.

Ultimately, Nexus is envisaged to provide 9,400 jobs over the next 30 years.

To help achieve this potential, special designation for the precinct such as a Special Activation Precinct (SAP) or Local Activation Precinct (LAP) could be explored with the NSW Government.

Special Activation Precincts and Local Activation Precincts are dedicated areas within regional NSW, identified by NSW and Local Government, to become thriving business hubs by streamlining the planning approvals and attracting investors with the ultimate aim of creating jobs and improving the economic viability of those regions.

For Nexus Industrial Precinct this would support further technical and environmental studies to enable potential streamlined approvals and licences, helping to attract further large-scale industrial investment and boosting the local economy and employment. Continuing funding and delivery of key trunk infrastructure including the Davey Road interchange is also needed.



Five elements of a Special Activation Precinct (Source: Department of Planning Industry and Environment)



Priority 5: Integrated transport network including active transport

Traffic, parking, walking and cycling improvements are key community priorities. We are actively improving our transport network through intersection upgrades, road reconstructions and shared trail network expansion.

Further developing an integrated transport network will improve connectivity and access to housing, employment and services through a range of transport options. This will also consider the Transport for NSW 'Hub and Spoke' model in terms of the need for freight, public transport and private transport connectivity to other important centres and cities, in particular Wodonga as our cross-border twin-city.

Sustainable and active transport opportunities such as public transport, walking and cycling need to be further developed in the future to support a healthy, active community with improved place outcomes. This includes expanding our shared off-road trails and on-road network, improving the quality and safety for users and considering future growth of e-bikes, e-scooters and the like.

Overcoming difficulties resulting from cross-border public transport is also needed to improve access and reduce car dependency.

The accessibility of public space and infrastructure is also a key consideration and is guided by regular audits and other plans including the Disability Inclusion Action Plan and Pedestrian Access Mobility Plan.

Actions

- 5.1 Prepare an Integrated Transport Strategy.
- 5.2 Implement the CBD Parking Strategy, including opportunities to support the vibrancy of our CBDs and encourage a more sustainable mode share. This will include a subsequent review of planning provisions relating to parking in the Development Control Plan (Part 17).
- 5.3 Prepare a Cycle Strategy with the City of Wodonga including shared off-road trails network planning.
- 5.4 Continue to implement the shared off-road trail network including extending into residential growth areas as identified in the Thurgoona Wirlinga Precinct Structure Plan.
- 5.5 Complete the CBD bike loop.
- 5.6 Advocate for improved passenger bus and train services between capital cities, surrounding communities and within city limits.
- 5.7 Continue to deliver the Airport Master Plan and strengthen transport connections to the Airport.
- 5.8 Support mixed use development and higher residential densities near accessible centres and large open spaces to reduce car dependency and encourage active transport.
- 5.9 Promote high-quality open spaces that support physical activity including walking and cycling.
- 5.10 Improve cross-border public transport connections with Wodonga, including access to health and education facilities.
- 5.11 Explore opportunities to improve public transport through technology advances such as on-demand services, sharing schemes and driverless vehicles.



Priority 6: Vibrant CBDs and strong local centres

Our City plays an important role as the major regional service centre for a wide geographic region in southern New South Wales and north-eastern Victoria.

Our Retail Strategy (2015) identifies the hierarchy of our CBDs and centres. Albury CBD is the higher-order retail centre with Lavington and Thurgoona centres as important supporting retailing destinations. Wodonga CBD also plays an important role in the region and is currently undergoing a process of urban renewal (e.g. Junction Place development and main street upgrade).

To maintain the strength of our centres, we need to primarily accommodate major commercial and retail activities within existing centres. Future centres in Thurgoona/Wirringa (as identified in the structure plan) are to be developed in a staged approach to ensure their role in the retail hierarchy is carefully managed and growth occurs in a sustained manner.

Our CBDs and local centres need to continue to be revitalised and enhanced, supporting creative industries and growing our night time economy. Further growth of well-designed mixed-use, residential, retail and commercial development within and adjacent to our centres along with quality public spaces will encourage a more diverse, vibrant and interactive community and business areas.

In response to COVID-19 restrictions recently experienced, it is even more important to support our commercial and retail centres.

Actions

- 6.1 Continue to support a hierarchy of retail centres that operate in a complementary manner, including retaining Albury CBD as the highest-order retail destination in the region (as per the Retail Strategy).
- 6.2 Review the Retail Strategy in response to the changing retail environment.
- 6.3 Review the Albury and Lavington CBD Master Plans (2009) and Cultural Precinct Master Plan.
- 6.4 Develop a night-time economy strategy.
- 6.5 Support higher density living and increased housing choice, including town houses, villas and apartments, within and close to our centres.
- 6.6 Reinforce the grid pattern and street hierarchy of Albury CBD, including the significant Dean St axis.
- 6.7 Continue to evolve Lavington CBD noting the changing environment following the Hume Freeway bypass and the opportunities to enhance streetscapes and improve commercial, community and visual characteristics of the centre.
- 6.8 Encourage development of the existing Thurgoona centre to support our growing community, improve integration with Charles Sturt University and explore further civic, commercial, retail, higher density residential and education opportunities.
- 6.9 Implement our CBD Parking Strategy.
- 6.10 Work with Transport for NSW on implementing the Movement and Place Framework for our CBDs, recognising the important 'place' role streets have in the life, economy and enjoyment of our City.
- 6.11 Explore opportunities to activate our laneways and other public spaces.
- 6.12 Consider efficient local freight and loading access in our CBDs whilst protecting urban amenity.



Albury CBD with significant Dean St axis

Priority 7: Coordinated and well-planned growth precinct (Thurgoona Wirlinga)

The Thurgoona and Wirlinga precinct will accommodate the majority of residential growth in the future. It has been identified as a key growth area since the late 1970s following Albury-Wodonga being designated as a national growth centre.

With development of most urban areas across Albury and Lavington, the focus has now shifted to Thurgoona-Wirlinga. This has resulted in significant growth in recent years as evidenced in ABS Census data and our local Development Monitor statistics.

The current growth rates are driving community interest and demand for new and expanded services and infrastructure, such as roads, open spaces and schools.

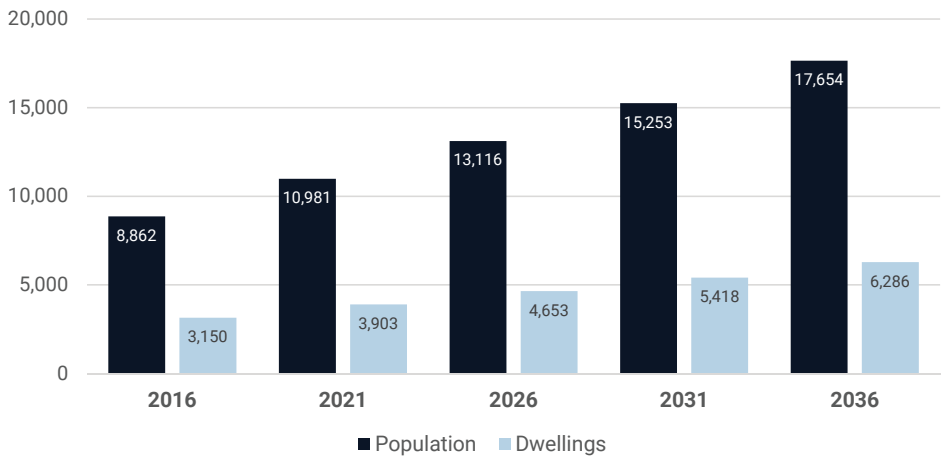
Growth and development is guided by the Thurgoona Wirlinga Precinct Structure Plan prepared with community, council and government stakeholder input. The Structure Plan covers a growth area of 4,500ha which will support an ultimate population close to 50,000 people over the next 50+ years. The Structure Plan identifies future residential areas, environmental land, open space (recreation and sport), commercial centres, community facilities and infrastructure needs.

The Structure Plan is to be regularly reviewed to help continue to deliver a coordinated and well-planned growth precinct.

Actions

- 7.1 Review the Thurgoona Wirlinga Precinct Structure Plan.
- 7.2 Provide further detail on public and open space needs and future sites.
- 7.3 Consider introducing Indicative Layout Plans (ILPs) that include more detailed road network plans (e.g. to collector level) to help better connect developments.
- 7.4 Ensure proposed residential developments demonstrate consistency with the Thurgoona Wirlinga Precinct Structure Plan and provide appropriate access, connection and open space needs.
- 7.5 Provide further detail on community infrastructure needs, co-locating where possible with commercial or education facilities at District and Neighbourhood Centres.
- 7.6 Review and audit infrastructure strategies in response to recent population growth and wide development front. Investigate capacity, growth modelling, potential land reservation and acquisition requirements.
- 7.7 Work with Transport for NSW to deliver the Davey Road interchange southern ramps and Thurgoona link road.
- 7.8 Continue to advocate for detailed planning, site confirmation and funding for new primary and secondary schools to support population growth of Thurgoona and Wirlinga.
- 7.9 Deliver the Thurgoona Education Precinct Master Plan currently being prepared in conjunction with the existing tertiary institutions to maximise the site opportunities and further integrate with the commercial centre and surrounding community.

Thurgoona Growth Area – Population & Dwelling Forecast (Source: Profile.id)



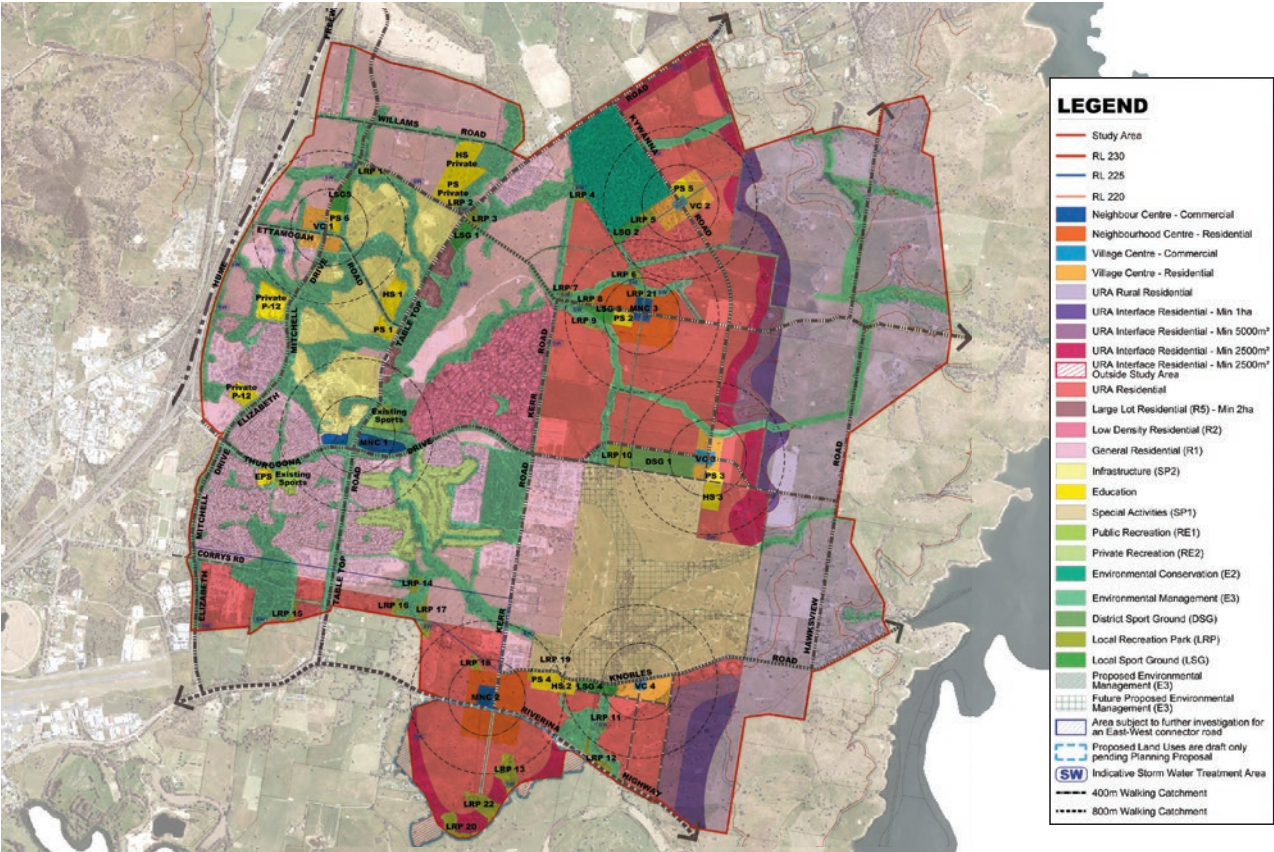
440 people per year



150 dwellings per year



Thurgoona Wirlinga Precinct Structure Plan – Map (2013)



Priority 8: Respond to our unique landscape setting

The topography of our region is a mixture of hilly, undulating and flat land. Our urban area is nestled between picturesque hills, large areas of native vegetation, Lake Hume and the Murray River. The hilly areas have slopes between 10 and 30% and are represented by the Black Range that rings Albury to the north and west, and the granite hills that border Lake Hume to the east. Flat land is generally located along the Murray River floodplain around areas such as Mungabareena Reserve and Bungambrawatha Creek.

This topography constrains any significant expansion of the Albury urban area to the immediate north, west and south. The majority of development opportunity, therefore, is to the east and along the Hume Highway corridor to the north east, as identified in the Albury Land Use Strategy (2007), Albury Local Environmental Plan 2010 (LEP) and Thurgoona Wirlinga Precinct Structure Plan (2013).

Our future planning is to protect and reinforce our unique landscape setting and key qualities such as the Murray River, Lake Hume, picturesque hills, creeks and watercourses and large areas of native vegetation.

We should also further celebrate our unique natural assets. For example, Albury is the largest city on Australia's longest River. Lake Hume is also nationally significant, however is somewhat understated and not fully embraced. These present major recreation, tourism and lifestyle opportunities as well as capacity to better link with local businesses.

Actions

- 8.1 Deliver the Regional Natural Environment Strategy.
- 8.2 Maintain Albury's rural city character through suitable relationships and interface with nature, farmland, Lake Hume and the Murray River and generally limiting development on hilltops.
- 8.3 Respect and maintain key views, vistas, vantage points and aesthetics afforded by our landscape.
- 8.4 Effectively manage rural living opportunities through implementation of our Rural Lands Strategy.
- 8.5 Maintain the greenbelts between Thurgoona and Albury / Lavington urban areas.
- 8.6 Capitalise on opportunities through the Murray River Experience project to better connect the CBD and Murray River and provide unique riverside open space experiences.
- 8.7 Prepare a Structure Plan for Lake Hume Village exploring future land use and tourism opportunities.
- 8.8 Implement the Lake Hume open space master plan that is being finalised focussing on creating and enhancing beaches, linking pathways and directional signage.

Our landscape setting – nestled between hills, native vegetation, the Murray River and Lake Hume



The Murray River and Lake Hume are nationally significant and integral to our story and lifestyle

Priority 9: An enhanced natural environment

Enhancing our natural environment is another key community priority.

Past planning has set aside through zoning significant areas of land for environmental protection and sought to improve connectivity of native vegetation across the landscape.

While our growth areas have been strategically planned around our most important environmental assets, urban development can place pressure on the natural environment. We need to effectively manage development and preserve significant natural areas to help protect threatened species, maintain environmental functions and continue to contribute to our unique landscape setting and outdoor lifestyle.

Maintaining appropriate setback to sensitive areas, improving the interface between land uses and further coordination in natural resource management and maintenance is needed.

Actions

- 9.1 Deliver the Regional Natural Environment Strategy.
- 9.2 Manage land uses along the Murray River and Lake Hume through implementing the waterfront management strategy being developed by NSW Government and maintain the riverfront setback provisions.
- 9.3 Protect environmental conservation areas through appropriate zoning.
- 9.4 Implement the Environmental Zoned Land Review currently being undertaken to identify and amend mapping anomalies.
- 9.5 Review planning provisions relating to tree and vegetation protection (Part 5 - Albury Development Control Plan).
- 9.6 Prepare and implement Environmental Land Management Plans for AlburyCity managed lands including opportunities to increase native vegetation and to sensitively and strategically offer passive recreation opportunities.
- 9.7 Maintain Biodiversity Certification of our LEP to protect areas of high biodiversity value and help achieve better environmental outcomes compared to site-by-site assessment.
- 9.8 Promote sustainable development that compliments and respects the natural environment.
- 9.9 Improve residential interface with environmental lands assisted through recent amendments to our residential development guidelines (Part 10 of the Albury Development Control Plan 2010).

Environment

- Environmental management and conservation
- Open space and recreation
- Waterbodies
- Wastewater treatment plant
- Riverine environment



Key environment and open space areas – indicative broad-scale mapping based on existing land use strategies, zoning and plans (e.g. Albury Land Use Strategy 2007, Albury Local Environmental Plan 2010).

Priority 10: Adapting to the impacts of urban and natural hazards and climate change

Our setting along the Murray River and adjacent to large areas of vegetation contribute to our special sense of place but also result in areas being affected by natural hazards such as flood and bush fire. Climate change resulting in increasing temperatures and more frequent and intense rainfall events will exacerbate these natural hazards.

We have undertaken an extensive flood study (2016) and bush fire prone land mapping (2014) to better understand the extent of these hazards and provide suitable planning controls. Areas identified for urban growth avoid natural hazards where possible or utilise appropriate mitigation measures.

As we continue to grow, loss of vegetation and increase in hard surfaces results in some urban areas creating their own microclimates as roads, driveways and buildings absorb, hold and re-radiate heat, raising the air temperature. This is known as the urban heat island effect. Our proximity to water bodies and large areas of vegetation reduces the impact of this effect. However, providing good tree canopy cover and ensuring good building design is important in shade provision and helping deliver a more comfortable environment.

Urban hazards include noise, air pollution and soil and groundwater contamination. Transport movements along major roads and rail corridors and Albury Airport generate noise and are a source of air pollution. Maintaining suitable setbacks and clear zones and appropriate building design can reduce the impact of noise and improve the quality of living environments. Soil and groundwater contamination also requires careful management, particularly when planning for sensitive land uses such as schools, dwellings and open space.

Actions

- 10.1 Continue to implement the Energy Savings Action Plan to reduce carbon emissions.
- 10.2 Develop targets for emissions reduction, renewable energy and organic waste diversion as part of AlburyCity's Corporate Success Pillars.
- 10.3 Develop a Climate Change Adaptation Plan that includes consideration of the impacts of climate change on Council's assets and services.
- 10.4 Encourage renewable energy projects in suitable locations such as the Nexus Industrial Precinct.
- 10.5 Continue our street tree planting program and recently introduced planning provisions relating to 'minimum landscape areas' (Part 10 - Albury Development Control Plan) to help increase tree coverage, improve air quality, reduce UV radiation (that cause skin cancer) and cool urban areas.
- 10.6 Review planning provisions relating to tree and vegetation protection (Part 5 - Albury Development Control Plan).
- 10.7 Prepare an Urban Forest Strategy that explores establishing an urban tree canopy target.
- 10.8 Regularly review our Flood Study and Flood Prone Land Maps.
- 10.9 Regularly review our Bush Fire Prone Land Maps incorporating the best available hazard information.
- 10.10 Review Land Contamination registers and management strategies.
- 10.11 Maintain, and review as necessary, existing planning provisions and objectives relating to natural and urban hazards and climate change.



Priority 11: Protect, conserve and celebrate our natural, built and Aboriginal cultural heritage

For centuries, the Albury-Wodonga area was known as Bungambrawatha, or 'Homeland', by the Wiradjuri people. As a major water system in a huge dry land, the Murray was and remains a powerful source of life. For this reason, the Wiradjuri were frequently joined by many other hunting groups from the surrounding mountains and flatlands, who would travel hundreds of kilometres to gather here, establishing an important place for meetings.

Early written accounts of Aboriginal people within the Albury region are limited and further study is needed. An Aboriginal City-Wide Cultural Heritage Study is currently being prepared focusing on cultural heritage sensitivity through Aboriginal community consultation and predictive modelling and mapping to assist ongoing management.

Albury-Wodonga has always been a crossing place. An early river crossings, a place of trade, state borders and different rail gauges, and continues today as the most significant crossing between NSW and Victoria.

Our built heritage assets include historic dwellings, commercial buildings and significant streetscapes. These assets add considerable value to our identity and look and feel of our City. The linkages between culture, heritage and tourism also provides opportunities for economic growth.

However, a number of heritage buildings across Albury are vacant or underutilised. The best way to conserve a heritage building, structure or site is to use it. This can take many forms. It could be a matter of sensitive adaptive reuse, conservation, enabling a return to an original use, or interventions to improve functionality in a contemporary world. It could also involve small alterations and additions to the existing built fabric, precise conservation works, new elements within heritage environments, or precinct-wide adaptation and interpretation.

Actions

- 11.1 Retain, respect, enhance and celebrate the best of our natural, built and cultural heritage.
- 11.2 Implement the Aboriginal Cultural Heritage Study being prepared to help inform land use strategies and future infrastructure alignments and assist ongoing management.
- 11.3 Investigate and assess potential impacts on Aboriginal cultural heritage values for priority development precincts at the strategic planning stage (e.g. rezoning) in partnership with the local Aboriginal community and through consideration of the Aboriginal Cultural Heritage Study being prepared.
- 11.4 Ensure ongoing engagement with our Aboriginal community and celebrate Indigenous culture and heritage in the landscape through various projects (such as Wagirra Trail and Mungabareena Aboriginal Place Management Plan) to continue to pass on an understanding of connection to country.
- 11.5 Review our local Heritage Studies and Registers to identify and preserve existing buildings and places with the highest merit or greatest cultural significance.
- 11.6 Sensitively introduce new buildings into heritage conservation areas.
- 11.7 Promote and utilise relevant guiding documents such as the NSW Design Guide for Heritage and NSW Designing with Country
- 11.8 Review planning provisions to support adaptive re-use for on-going use of heritage buildings.

The antiquity of Albury as a meeting ground and crossing place goes back hundreds, maybe thousands of years. Its importance as a place for crossing the Murray River, railway transport and as a border community is significant in Australian history.

Extract from 'Crossing Place' Albury Library Museum



As time passes, different layers of meaning are embedded within the landscape and add to our sense of place

Priority 12: Great places for our community to enjoy

Our community values the range of public spaces and community and recreation facilities available within Albury.

The United Nations' (UN) definition of public space is *'places publicly owned or of public use, accessible and enjoyable by all for free and without a profit motive'*. These include:

- **Public open spaces** (parks, gardens, playgrounds, riverbanks and waterfronts, outdoor playing fields and courts, and publicly accessible bushland)
- **Public facilities** (public libraries, museums, galleries, civic/community centres, showgrounds and indoor public sports facilities)
- **Streets** (streets, avenues, lanes, squares and plazas, footpaths and bicycle paths)

This can also incorporate privately owned public space.

Access to public space is an essential outcome to create liveable neighbourhoods and great places to live by promoting physical and mental wellbeing, encouraging social connection, creating attachment to place, protecting heritage and local character and supporting growing density and population.

An ongoing challenge is to efficiently manage and embellish our extensive public space network and deliver new public spaces in our expanding residential areas. The Thurgoona Wirlinga Precinct Structure Plan identifies future open space (recreation and sport) and community facilities needs. This is to be reviewed and further detailed in 2021-22 (Refer Priority 7).

Actions

- 12.1 Improve access to public spaces to promote greater use of existing infrastructure.
- 12.2 Promote co-location of uses in existing and future public spaces.
- 12.3 Prepare a City-wide Open Space Strategy to help coordinate our open space, improve access and develop a hierarchy for enhancing and embellishing our open spaces.
- 12.4 Improve access and recreation opportunities to Lake Hume and the Murray River, including implementation and review of the Murray River Experience Master Plan.
- 12.5 Develop a Cycle Strategy that includes off-road shared-trail network planning to extend, connect and enhance our major pedestrian and cycle routes (e.g. Wagirra Trail, Thurgoona-Albury Trail, Bungambrawatha Creek Trail, etc).
- 12.6 Review our Cultural Precinct Master Plan (QEII Square Precinct).
- 12.7 Promote the NSW Regional Urban Design Guideline, NSW Better Placed , NSW Greener Places Design Framework and other best-practice guides to support good design outcomes for our places and neighbourhoods.
- 12.8 Prepare and implement Environmental Land Management Plans for Council managed lands including opportunities to increase native vegetation and to sensitively and strategically offer passive recreation opportunities.



Action Plan

Overview

The following Action Plan is intended to help guide and coordinate future strategic land use planning and related activities. This includes review of existing planning documents and preparation of additional strategies to address any 'gaps' in our planning framework.

The list of actions is not exhaustive and is intended as a guide only. It is to be flexible to adapt to dynamic influences such as community need, changes in State or Federal policy, Council resourcing and funding opportunities.

In determining actions, priorities and timeframes a number of factors have been considered, including:

- Focus on strategic land use planning (as is the intention of the LSPS)
- Alignment with the Vision and Priorities of this Plan
- Alignment with our Community Strategic Plan (Albury2030), Riverina Murray Regional Plan and Two Cities One Community plan
- Response to community need including consideration of outcomes from recent engagement activities
- Understanding of existing planning context, strategies and policies, and their currency and applicability
- Alignment with current or planned projects by AlburyCity, Wodonga City Council or State Government agencies

Timeframes

The timeframes identified are indicative only and will be considered with our Annual budget and reporting processes to ensure we best meet the ongoing needs of our community and resourcing available. The timing is also flexible to respond to new opportunities, such as shared funding, as they arise.

Partners

While the Action Plan identifies AlburyCity service clusters for responsibility, State and Federal Government agencies, private, education, business sector, and our community will be needed to collaborate and deliver on the priorities and actions identified.

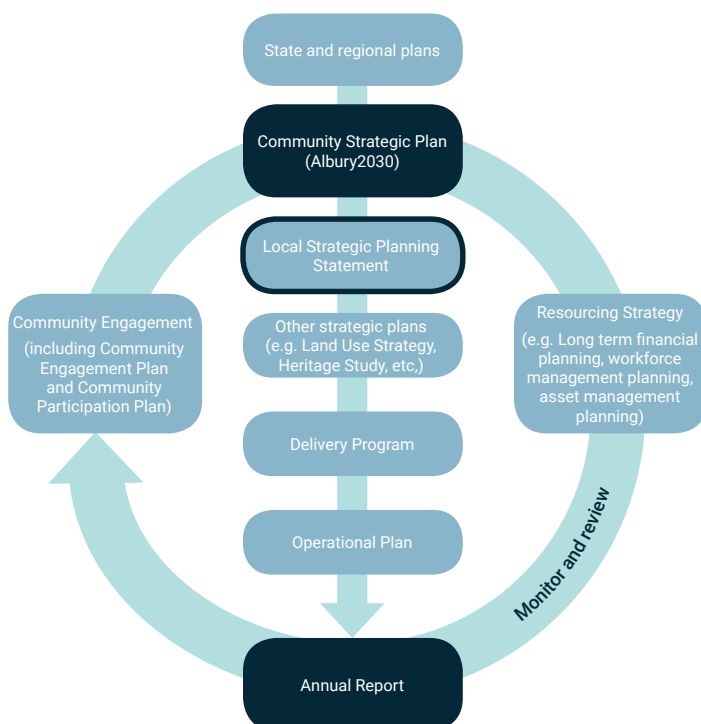
Monitoring and Reporting

We will monitor and report on the implementation of the actions to ensure that the planning priorities are being achieved. This process will be aligned with other Council review and reporting processes as much as possible, such as:

- Review of key planning documents (e.g. Local Environmental Plan [LEP] and Development Control Plan [DCP])
- Review of our Community Strategic Plan – Albury2030 (every four years) and related reporting (e.g. annual report, quarterly progress reports and end of term report)

This approach is consistent with the Integrated Planning and Reporting (IP&R) framework under the Local Government Act 1993, which recognises that council plans and policies are interconnected.

This LSPS will be reviewed at least every seven years pursuant to section 3.9(1) of the EP&A Act, but may be reviewed more frequently to align with our Community Strategic Plan updates or if required by other circumstances.



Monitoring and reporting framework

Key Actions

Short: 0-3 years | **Medium:** 3-5 years | **Long:** 5-10 years

Ref	Name	LSPS Planning Priority & Theme	Timeframe	Responsibility	Secondary responsibility
1	Thurgoona Education Precinct Master Plan (current)	PP 3 & 7 Economy	Short	City Development	Charles Sturt University, TAFE NSW
2	Thurgoona Wirlinga Drainage Strategy (current)	PP 1 & 7 Economy	Short	City Projects	Assets, Sustainability & Environment
3	Environmental Zoned Land – Review (current)	PP 9 Environment	Short	City Development	Assets, Sustainability & Environment
4	Aboriginal Cultural Heritage Study (current)	PP 11 Community	Short	City Development	Community & Place
5	DCP Part 5 (Tree Preservation) – Review (current)	PP 9 Environment	Short	Assets, Sustainability & Environment	City Development
6	Engineering Guidelines for Subdivision – Review (current)	PP 1 Economy	Short	City Development	Assets, Sustainability & Environment
7	Bush Fire Prone Land Map – Review (current)	PP 10 Environment	Short	City Development	Assets, Sustainability & Environment
8	CBD Parking Strategy (current) including review of DCP Part 17 (Parking)	PP 6 Economy	Short	City Projects	City Development
9	AlburyCity Environmental Lands Management Plans (current)	PP 8 & 9 Environment	Short	Assets, Sustainability & Environment	City Landscapes
10	Thurgoona Wirlinga Precinct Structure Plan (2013) – Review	PP 1 & 7 Economy	Short	City Development	Assets, Sustainability & Environment
11	Climate Change Adaptation Plan	PP 10 Environment	Short	Strategy & Performance	Assets, Sustainability & Environment
12	Biodiversity Certification (2011) – Review	PP 9 Environment	Short	City Development	Assets, Sustainability & Environment
13	City Wide Heritage Study (2003) – Review	PP 11 Community	Short	City Development	Community & Place
14	Urban Forest Strategy	PP 9 & 10 Environment	Short	Assets, Sustainability & Environment	City Landscapes
15	Development Monitor (annual)	PP 1 & 7 Economy	Short	City Development	Business & Lifestyle
16	Contributions Plan – Review	PP 1 & 12 Economy	Short	City Development	Assets, Sustainability & Environment
17	Health Precinct Master Plan	PP 3 Economy	Short	City Development	Business & Lifestyle
18	Albury and Lavington CBD Master Plans (2009) – Review	PP 6 Economy	Short	City Development	Business & Lifestyle
19	Cultural Precinct Master Plan – Review	PP 12 Community	Short	City Development	Community & Place, City Landscapes
20	Open Space Strategy	PP 12 Community	Short	City Landscapes	City Development

Ref	Name	LSPS Planning Priority & Theme	Timeframe	Responsibility	Secondary responsibility
21	Integrated Transport Strategy	PP 5 Economy	Short	City Projects	City Development
22	Murray River Experience Master Plan (2007) – Review	PP 12 Community	Short	City Landscapes	Community & Place
23	Albury Industrial Hub Master Plan (2010) – Review	PP 4 Economy	Short	Business & Lifestyle	City Development
24	Albury Land Use Strategy (2007) – Review	All	Short	City Development	Assets, Sustainability & Environment
25	Local Environmental Plan – Review	All	Short	City Development	Assets, Sustainability & Environment
26	Development Control Plan (DCP) – Review	All	Medium	City Development	Assets, Sustainability & Environment
27	Cycle Strategy (including off-road shared trails network planning)	PP 5 & 12 Community	Medium	City Projects	City Landscapes
28	Affordable Housing Study	PP 2 Economy	Medium	City Development	Community & Place
29	Lake Hume and Table Top Villages Structure Plan	PP 2 Economy	Medium	City Development	Assets, Sustainability & Environment
30	Retail Development Strategy (2015) – Review	PP 6 Economy	Medium	Business & Lifestyle	City Development
31	Albury Wodonga Regional Economic Development Strategy (2018) – Review	PP 6 Economy	Medium	Business & Lifestyle	City Development
32	Hamilton Valley Strategy (2002) – Review	PP 2 Economy	Medium	City Development	Assets, Sustainability & Environment
33	East Albury Industrial Precinct Master Plan (2012) – Review	PP 3 Economy	Medium	City Development	Business & Lifestyle
34	Housing Strategy	PP 2 Economy	Medium	City Development	Assets, Sustainability & Environment
35	Rural Lands Strategy (2015) – Review	PP 2 Economy	Long	City Development	Assets, Sustainability & Environment
36	Airport Master Plan (2018) – Review (including OLS and ANEF maps)	PP 3 & 4 Economy	Long	Business & Lifestyle	City Development
37	Borella Rd & Riverina Hwy Corridor Strategy (2020) – Review	PP 1 Economy	Long	City Development	City Projects
38	Community Participation Plan (2020) – Review	All	Long	City Development	Strategy & Performance
39	Local Strategic Planning Statement (2020) – Review	All	Long	City Development	Strategy & Performance

Appendix 1

Key Reference Documents

- Riverina Murray Regional Plan 2036 (2017)
- Albury2030 (Community Strategic Plan) (2017)
- Two Cities One Community Plan (2017-2021)
- Albury Land Use Strategy (2007)
- Albury Wodonga Regional Economic Development Strategy (2018-2022)
- Thurgoona Wirlinga Precinct Structure Plan (2013)
- Regional Natural Environment Strategy (draft) (2020)
- Rural Lands Strategy for Table Top and Splitters Creek (2015)
- Albury Development Monitor (2019)
- Albury and Lavington CBD Master Plans (2009)
- Retail Development Strategy (2015-2025)
- Regional Freight Transport Plan (RAMROC, 2016)
- South Albury Strategy (2004)
- Hamilton Valley Strategy (2002)
- Murray River Experience Master Plan (2007)
- Citywide Heritage Study & Lavington Heritage Study (2003)
- Albury Industrial Hub Master Plan (Nexus) (2010)
- East Albury Industrial Precinct Master Plan (2012)
- Airport Master Plan (2018)
- Growing Thurgoona Community Conversations (2018)
- Albury DCP – Review of Part 10 (Residential Development) (2020)
- Borella Rd and Riverina Highway Corridor Strategy (2020)
- Albury Local Environment Plan (LEP) 2010
- Albury Development Control Plan (DCP) 2010





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