



ECONOMIC DEVELOPMENT STRATEGY

2024-2028

AUTHORS

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ACKNOWLEDGEMENT OF COUNTRY

Urban Enterprise is located on Wurundjeri Woi-Wurrung Country. We pay our respects to elders past, present and emerging and also acknowledge all Traditional Owners of Country on which we work.

Wodonga Council acknowledges Aboriginal and Torres Strait Islander people as the First Peoples of the Country. We also acknowledge them as Traditional Owners and Custodians across various lands. We pay our respect to their Ancestors, Elders, children and young people. We acknowledge the strength and resilience of all Aboriginal and Torres Strait Islander Peoples and recognise their continuous connections to lands, waters and communities across the country.

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Acronymns

AAGR	Annual average growth rate	SA2	Statistical area level 2
ABR	Australian business register	SEIFA	Socio-economic index for areas
EDS	Economic Development Strategy	SME	Small to medium enterprise
LGA	Local government area	TRA	Tourism research Australia
PA	Per annum		

Glossary of terms

Economic output	Represents the gross revenue generated by businesses in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.
Regional exports	Represents the value of goods and services exported outside of the defined region that have been generated by businesses and organisations in each of the industry sectors within the region.
Employment	Employment data represents the number of people employed by businesses/ organisations in each of the industry sectors in a defined region. Employment data presented in this report is destination of work data. That is, no inference is made as to where people in a defined region reside.
Daytrip visitor	Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least 4 hours, and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.
Overnight visitor	People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors. Only those trips where the respondent is away from home for less than 12 months are in scope of the NVS.
International visitor	A person is defined as an international visitor to Australia if they are currently a resident overseas, have been in Australia for less than one year and are aged 15 years or over.
SEIFA	Developed by the ABS, this measures the relative level of socio-economic advantage and disadvantage for a defined area. The index score is based on a weighted combination of census variables that reflect disadvantage (e.g. income, education, employment, etc.), which is then standardised around the national average score of 1000. Therefore, a score above 1000 indicates a lower level of disadvantage relative to the national average, while a score below 1000 indicates a higher level of disadvantage relative to the national average.
Small to medium enterprise	The ABS defines a business entity employing less than 20 employees as a small to medium enterprise.
Non-employing business	A business that does not have employees. This may include a range of entity types, such as non-employing sole traders or any other businesses without employees.
Statistical area level 2 (SA2)	SA2s are medium-sized, general-purpose, geographical areas. Their purpose is to represent a community that interacts together socially and economically. Data from the ABS is available at an SA2 level, noting that the SA2 is the smallest area for the release of data.

EXECUTIVE SUMMARY

Overview

The *Wodonga Economic Development Strategy 2024-2028* (EDS or strategy) outlines Wodonga's economic development priorities over the next five years. The strategy aims to leverage the region's attributes and competitive advantages to drive sustainable growth and prosperity in Wodonga. This strategy also seeks to enhance the international competitiveness of Wodonga and attract regional, national and international investment, to ensure the long-term viability of the municipality.

The information in this strategy is informed by independent research and analysis, as well as consultation with industry representatives, residents, local businesses, council and government stakeholders.

City of Wodonga

Wodonga is one of Victoria's fastest growing regional cities and a thriving economic and service hub. The municipality is located along the Victorian and NSW border, adjacent to its twin city Albury and about 300 kilometres north-east of Melbourne.

Wodonga is the ideal destination for investment, through its diverse economy and unparalleled access to export, labour and consumption markets across regional, urban and capital cities. Wodonga's strategic location, alongside its twin city Albury, makes it the region's economic hub and primary location for retail, services and employment, catering to a broader catchment that extends across south-east NSW and north-east Victoria.

Wodonga has a flourishing community, with its high quality of life and unique regional attributes that supports residents, workers and visitors. This is complemented by the provision of key services and network of businesses that has supported a robust and diverse economy. This includes the following industry strengths that supports economic activity, employment and consumption.

- **Primary industries and trade** – manufacturing, construction, transport and warehousing
- **Knowledge and public sector industries** – health care and social assistance, education & training, public administration and safety
- **Population support services** – retail trade, property, hospitality, other services

This diversity offers a variety of investment potential to support industry growth, as well as attracting growth in supporting and complementary industries.

Strategic considerations

The strategy responds to the strengths and challenges for the local economy and identifies relevant economic opportunities for council and other external stakeholders to achieve economic development. These are summarised below (and explored in greater detail in the report).

Strengths	Challenges
<ul style="list-style-type: none"> • Location and accessibility to regional destinations and metropolitan cities • Established transport corridors • Access to education and research • Regional hub for employment, retail and health services • Regional lifestyle attributes • Major industry employers and diverse industries • Collaboration with Albury (and other neighbouring councils) • Diverse employment land supply 	<ul style="list-style-type: none"> • Increase stock of diverse housing and accommodation • Ensure supply of a skilled and “job-ready” workforce • Optimise underutilised and vacant retail, commercial and industrial land in strategic locations • Support provision of quality retail and dining experiences • Provide planning support for critical development infrastructure • Enhance connectivity to key employment areas
Economic opportunities	
<ul style="list-style-type: none"> • Continue to develop and improve access to Logic precinct to attract industry investment. • Capitalise on Junction Place project to attract commercial (ie. retail, entertainment, hospitality) and mixed-use developments. • Leverage the pipeline of major private and public infrastructure projects to support economic growth and attract flow-on business investment. • Strategically plan for development infrastructure (eg. water) to service zoned land in order to attract industry and residential investment. • Support infill residential development on existing serviced land to accommodate residents and workers. • Activate state-owned land within the CBA to expand the range of commercial precincts. • Collaboration with the private sector and higher education to support training and employment pathways. • Commercialise research and development resources across higher education facilities to support the attraction of future (and emerging) industries, such as advanced manufacturing and renewable energy. • Support the events sector, focusing on community and sporting events, to promote resident wellbeing and grow the visitor economy. • Grow ecosystem of organisations involved in defence-related activity, including support services, manufacturing and research. • Collaborate with regional, state and national entities (including government and private sector) to support investment priorities and achieve economic and employment outcomes. • Activate Gateway Village through the development of contemporary arts and culture product, to support community and lifestyle outcomes. 	

Economic development framework

The following outlines the strategic framework for Wodonga to guide economic growth outcomes.

Vision

The vision for economic development in Wodonga is informed by the Wodonga 2033 Community Vision and Council Plan and considers Wodonga's role in the broader region.

Wodonga will support balanced and sustainable growth for the community through investment in wealth, human capital and job creation, with the goal of enhancing economic prosperity and improving the standard of living.

Economic development pillars

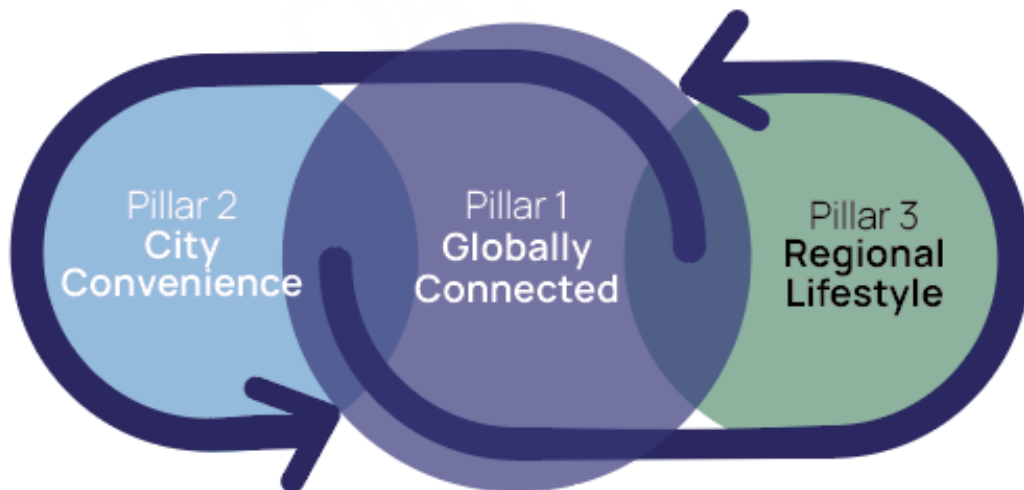
The economic development pillars to guide the strategic directions for the council are:

Globally Connected, City Convenience and Regional Lifestyle (refer Figure 1).

These interconnected pillars will drive growth outcomes for Wodonga. Having a high-quality regional lifestyle and well-serviced city will support the development of a globally connected economy and provide a conducive environment for international investment.




Conversely, the benefits of global connectivity and investment attraction will influence other areas of the economy. This includes positive impacts to liveability and community outcomes, as well as supporting industry growth and business development.

Figure 1 Economic development pillars



The areas of focus for these economic development pillars are detailed below. This is used to identify the project opportunities and future priorities for council (and supporting stakeholders), which are presented later in this report.

Table 1 Economic development pillars

Pillars	Areas of focus
 <p>Pillar 1: Wodonga is globally connected</p> <p>Transform Wodonga into a globally connected municipality that responds to market trends, attracts international investment and provides access to national and global markets.</p>	<ul style="list-style-type: none"> • Investment support and facilitation • International investment attraction and advocacy • Strategic partnerships and collaboration • Economic development best practices
 <p>Pillar 2: Wodonga provides city convenience</p> <p>Capitalising on Wodonga's role as a regional city and primary service hub for residents, workers and businesses, will complement the municipality's lifestyle attributes and support economic growth outcomes.</p>	<ul style="list-style-type: none"> • High-amenity activity centres and shopping precincts • Placemaking • Business development and productivity • Workforce attraction and skills development
 <p>Pillar 3: Wodonga supports a unique regional lifestyle</p> <p>Maintaining Wodonga's unique regional lifestyle attributes and supporting liveable communities is a key enabler of local economic development. This is essential to encourage population and workforce attraction, increase community engagement and foster participation in local economic activity.</p>	<ul style="list-style-type: none"> • Accessible and high-quality services • Community and recreation infrastructure • Affordable and diverse housing infrastructure



1. INTRODUCTION

1.1 Project background

The *Wodonga Economic Development Strategy 2024-2028* (EDS or strategy) outlines Wodonga’s economic development priorities over the next five years. The strategy aims to leverage the region’s attributes and competitive advantages to drive sustainable growth and prosperity in Wodonga. This strategy also seeks to enhance the international competitiveness of Wodonga and attract regional, national and international investment, to ensure the long-term viability of the municipality.

The information in this strategy is informed by independent research and analysis, as well as consultation with industry representatives, residents, local businesses, council and government stakeholders.

1.2 Local insights

This strategy was developed in close consultation with council, industry and community, in order to reflect the unique issues and opportunities relevant to economic development in Wodonga. A summary of stakeholders engaged as part of the development of this report is provided below.

Table 2 Consultation summary

Engagement format	Stakeholders
Council workshops	Councillors, council officers and Executive
Industry workshops	Key industry representatives from a variety of sectors
Targeted interviews	Major employers, service providers and government agencies
Industry and community survey	Residents and business owners

1.3 Report structure

The strategy is presented in the following format, to demonstrate the research, analysis and consultation that has been undertaken to guide recommendations for economic development.

Strategic context	An overview of the key factors influencing Wodonga’s economy, including its locational context, supporting policies, major projects and external macroeconomic trends.
Demographic profile	A profile of Wodonga’s population, key socio-economic indicators and future trends.
Wodonga economy	An overview of the Wodonga economy, including industry specialisations, employment indicators and the local business base.
Strategic considerations	A summary of key issues and opportunities for the Wodonga economy, based on background research and consultation.
Economic development framework	A strategic framework that sets the future directions and recommendations to support economic growth, including a vision, key pillars, areas of focus and priority projects for the Wodonga economy.

2. STRATEGIC CONTEXT

2.1 City of Wodonga

Overview

Wodonga is one of Victoria's fastest-growing regional cities and a thriving service hub, with a population of 43,000 residents, it is Victoria's seventh largest city. Situated on the Murray River in North East Victoria – about 3½ hours drive from Melbourne and 5½ hours drive from Sydney – the municipality plays a vital role in the regional economy and community.

Wodonga is located along the Victorian and NSW border, adjacent to its twin city Albury, and is strategically placed along key transport corridors. As shown in figure one, Wodonga has well-established road, rail and air transport connections, including the Hume Freeway, passenger and freight rail, as well as Albury Airport. This supports Wodonga's strategic role as a 'gateway' and provides access to:

- Surrounding regional assets (such as Lake Hume, the snowfields and wineries);
- Metropolitan cities across the eastern seaboard (comprising more than 75 per cent of Australia's population) within 24 hours travel time; and,
- Major sea and air freight infrastructure.

This ensures reliable and efficient connectivity to regional, national and global markets, providing a conducive environment for Wodonga to capture future investment and growth opportunities.

Figure 2 City of Wodonga connectivity



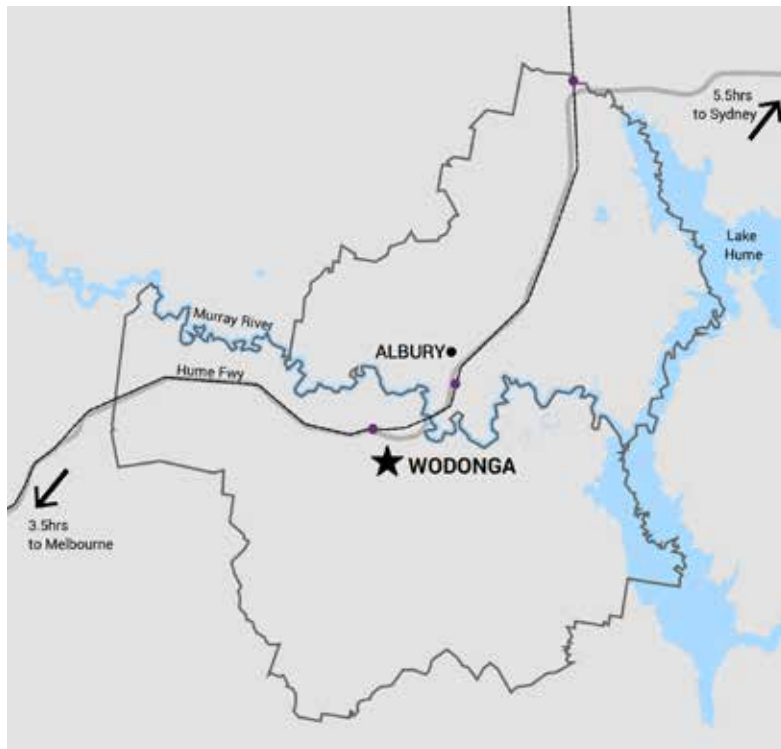
Source: Urban Enterprise, 2023

Albury-Wodonga partnership

When combined, the twin cities of Albury-Wodonga are home to about 100,000 residents, making it Australia's 19th largest city and Victoria's fifth largest, located in between Melbourne, Sydney and Canberra (figure two).

While each town functions separately, they also share many common issues and priorities. This presents opportunities for collaboration and adopting a regional focus for the benefit of the Albury-Wodonga economy and community. Partnership arrangements are currently in place that are designed to foster collaboration and achieve mutually beneficial outcomes.

Figure 3 Albury-Wodonga



Source: Urban Enterprise, 2023

Regional catchment

These cities are the region's primary location for retail, services and employment, catering to a broader catchment that extends across south-east NSW and north-east Victoria (see figure three)¹, including:

- 148,000 residents;
- 5.5 million visitors;
- 12,800 businesses; and,
- A labour force of 65,600 resident workers.

This expands the economic base of Wodonga and increases access to businesses, labour and consumers, making it a more attractive location for investment.

The city's role as a regional service centre is a significant influence on Wodonga's economy and will help inform future directions for the strategy to facilitate economic growth.

¹ Includes neighbouring local government areas (LGAs) such as Indigo Shire, Towong Shire, Federation Council and Greater Hume Shire.

Figure 4 Regional catchment



Source: Urban Enterprise, 2023

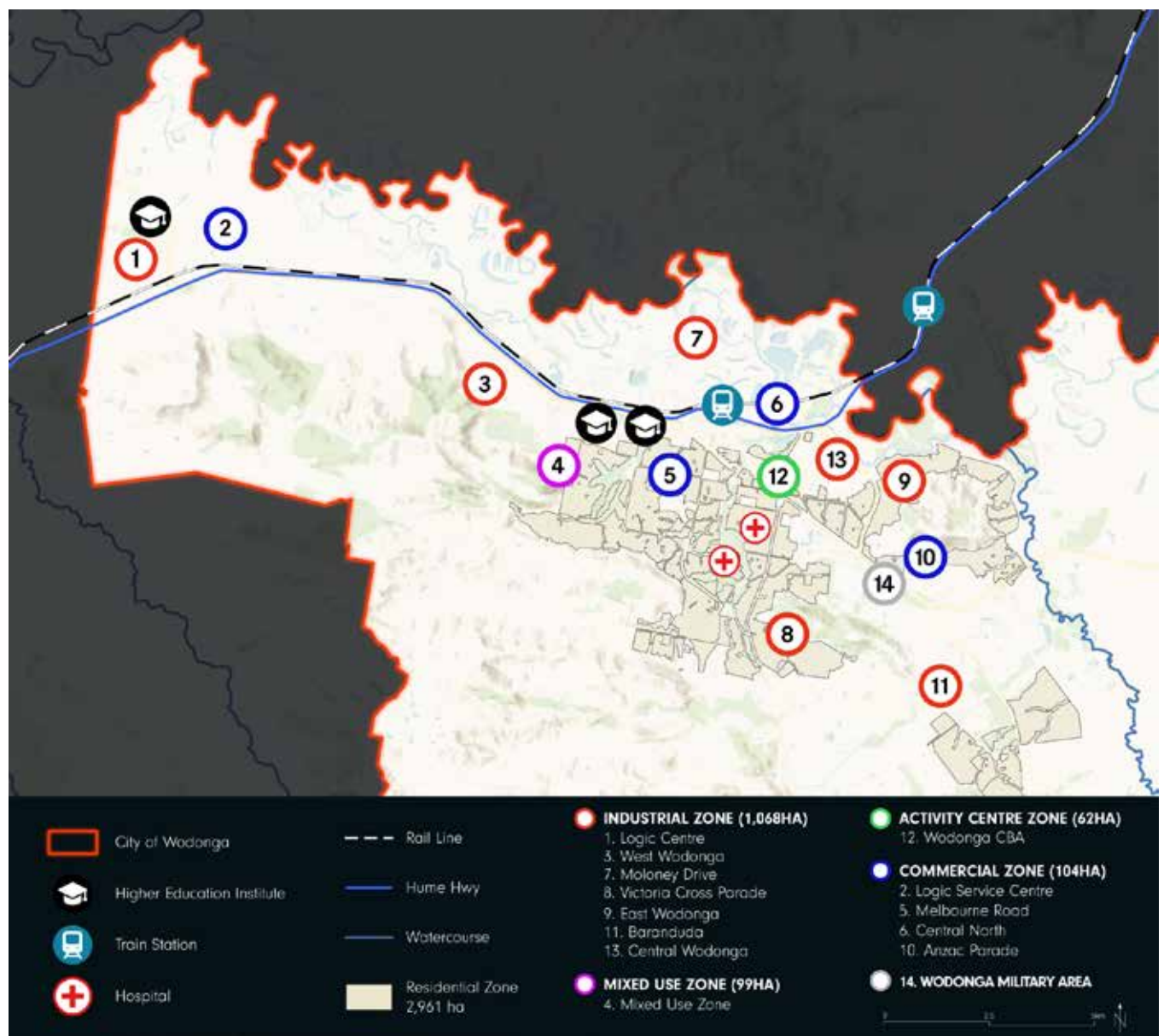
Key economic and employment areas

Figure four illustrates the supply of employment land and key economic areas across the municipality. These areas provide key services and amenity to residents, workers and visitors, as well as supporting business activity, local consumption and investment opportunities.

- Seven **industrial precincts** at Logic, West Wodonga, Moloney Drive, Central Wodonga, East Wodonga, Anzac Parade and Baranduda. In particular, Logic has 120ha remaining for future development.
- A **mixed-use area** in West Wodonga, which can support investment in commercial and residential uses.
- Four **commercial** precincts that provide retail services catering to surrounding residents and businesses in industrial areas.
- A thriving **activity centre** within Wodonga central business area (CBA) that supports retail services and hospitality for residents, workers and visitors.
- A major **health precinct** (Albury Wodonga Health), surrounded by supporting health businesses, clinics and allied health.
- An **education precinct** in West Wodonga, including La Trobe University and Wodonga TAFE, which provides training, education and research.
- The **Albury Wodonga Military Area** in Bandiana, which trains and supports about 6000 personnel annually, utilises a range of local support services and provides significant infrastructure.
- **Residential land** to accommodate residents and workers, concentrated in central Wodonga, with some land across the east in Bandiana, Bonegilla, as well as the Leneva Baranduda growth area to the south-east, which will accommodate more than 15,000 residents over the next 20 to 30 years.

These attributes ensure that businesses of all sizes and sectors can secure suitable locations and operate successfully within the region. As such, Wodonga provides a broad economic base which supports a diverse range of investment opportunities.

Figure 5 Key economic and employment areas



Source: Urban Enterprise, 2023

2.2 Policy context

Economic development in Wodonga is supported by a range of relevant state, regional and local policy documents. These documents establish existing policies that can help achieve economic development outcomes and helps identify community and industry priorities and aspirations.

The key strategic documents influencing economic development are listed below.

State documents	<ul style="list-style-type: none">Department of Jobs, Skills, Industry, and Regions Strategic Plan 2023-2027Infrastructure Victoria 30-Year StrategyCreative State 2025Experience Victoria 2033
Regional documents	<ul style="list-style-type: none">Ovens Murray Regional Economic Development Strategy 2022Murray Region Destination Management Plan 2023-2027Murray Region Tourism Strategic Plan 2021-2024Albury Wodonga Destination Management Plan 2019-2023Two Cities One Community Strategic Plan 2022-2025Albury Wodonga Local Area Plan and Recommended Actions 2023Invest Albury Wodonga Marketing Plan 2022
Local documents	<ul style="list-style-type: none">Wodonga Industrial Land Strategy 2018Logic Future Directions Report 2020-2024Wodonga Aboriginal Reconciliation Action Plan 2021-2023Wodonga CBA Revitalisation Plan 2014-2034Wodonga CBA Policy Framework Plan 2016Wodonga Growth Strategy 2016Wodonga Activity Centre Hierarchy StrategyClimate Change Adaptation Plan 2022-2027Wodonga Youth Strategy 2019Sustainability Strategy 2022-2026Wodonga Economic Development Strategy 2020 – 2025Wodonga Housing Strategy 2018Wodonga Open Space Strategy 2021

2.3 Major employers

The number of nationally recognised businesses located in the area proves Wodonga to be an exceptionally conducive location for large-scale businesses. Wodonga boasts strong business ties with the logistics and manufacturing industry, tertiary institutes (to support workforce training and skills development) and health care services.

With a rich industrial ecosystem, combined with education and training facilities, Wodonga is a prime destination for big businesses and jobseekers searching for growth opportunities and economic prosperity.

Major business	Industry
Woolworths Distribution Centre SCT Logistics	Transport and logistics
Visy Board Opal Fibre	Paper and packaging
Mars Incorporated Vitasoy Wodonga Rendering Pty Ltd	Food and beverage manufacturing
Wilson Transformers Company	Electrical equipment manufacturing
Parker Hannifin	Equipment manufacturing (hoses)
JC Butko Engineering Bradken	Fabricated metal manufacturing (steel)
BAE Systems	Transport equipment manufacturing (defence)
Albury Wodonga Health Disability Attendant Support Services Inc. (DASSI) Wodonga	Health care and social assistance
Wodonga TAFE La Trobe University	Tertiary education

2.4 Major projects

Wodonga is experiencing significant investment through a series of major regional, state and national infrastructure projects that are in progress or planned over the next few years. These projects are detailed in the following table.

Table 3 Major projects

Project (and funding)	Description
Junction Place (\$250m)	Junction Place is regional Australia's largest urban renewal initiative. The project will double the size of Wodonga's CBA, delivering quality community spaces, and a mix of retail, entertainment, commercial and residential developments.
Opal Fibre Packaging Facility (\$140m)	The Opal Fibre Packaging Facility is a high-tech corrugated cardboard packaging facility that will be able to produce up to 720,000 square metres of packaging board per day.
Hydrogen Park Murray Valley (\$52.2m)	The facility, led by the Australian Gas Infrastructure Group, will use water and renewable electricity from the grid to produce renewable hydrogen. The renewable hydrogen will be blended with natural gas for supply into the existing gas distribution networks.
CBD West Development (\$40m)	The CBD West site is being transformed into a private development known as The Quarter, with multi-level buildings integrating residential, retail, dining and office space as well as basement and on-site parking. This development site, on the Stanley St side, also includes a four-storey 104-bed private hospital, featuring a hydrotherapy pool, two-storey car park and rooftop garden.
Baranduda Fields Sporting Complex (\$20m)	The facility will be the largest regional sporting precinct between Sydney and Melbourne. The precinct will include two soccer fields, netball courts an AFL ground and pavilion facilities.
Defence base redevelopment (\$360m)	Improvements include construction of new messing and living in accommodation, new training facilities, refurbishment and upgrading of existing buildings, construction of new car parks and remedial works and upgrades to infrastructure services.
Albury- Wodonga Hospital Redevelopment (\$558m)	Master planning is now under way to consolidate regional acute and sub-acute services on a single campus, and the priority is to bring 24/7 services together for a better hospital experience. Project will include more beds, new ICU, relocation of maternity and newborn services, new children's ward, new operating theatres, adult mental health unit, expansion of outpatient spaces and more car parking.
Inland Rail (\$403.5m)	The Inland Rail project aims to provide a reliable and efficient freight network connecting Albury-Wodonga with Melbourne and Brisbane, providing the largest freight rail line in Australia.
Wodonga TAFE's Logical Innovation Precinct (\$22m)	Stage 1 of the project will include a heavy vehicle workshop, heavy vehicle offroad obstacle circuit, main corporate and client building and showroom, and a cyber range.

Source: Wodonga Council, 2023

Major infrastructure projects generate positive flow-on impacts for the regional economy, providing economic stimulus throughout construction, as well as delivering economic, employment and community benefits once complete and operational.

The value of current infrastructure projects demonstrates Wodonga's appeal as an investment destination, as well as its growth potential, with major projects enabling future economic activity and supporting additional investment opportunities.

2.5 Macroeconomic context

The future growth and development of the economy will be influenced by the following external economic factors.

	<p>Workforce and skills shortages</p> <p>Skills and workforce shortages are being experienced across most industries in regional areas, including primary industries like manufacturing and service industries like childcare, aged care, retail and hospitality. This has had a substantial impact on business operations and service provision for residents.</p> <p>Implications for Wodonga</p> <p>This is a pressing issue for Wodonga, given the existing business base and the city's role as a regional service hub. Ongoing workforce and skills shortages present a risk to business productivity and future investments. Developing local skills and attracting skilled labour is increasingly important to support growth outcomes.</p>
	<p>Cost of living pressures</p> <p>Price pressures from supply chain issues, as well as rising interest rates have led to an increase in the cost of daily essentials, utilities and basic services, which has the potential to affect business activity and local consumption levels in the short term.</p> <p>Implications for Wodonga</p> <p>Decreased consumer sentiment has the potential to affect business activity in Wodonga, as well as constrain the levels of investment attraction. There is opportunity for the council to implement measures that create a more productive and resilient economic and industry base in Wodonga to mitigate against these shocks.</p>
	<p>Construction and housing market</p> <p>Ongoing supply supply-side constraints like materials and labour, coupled with rising construction costs, have led to a softening of the residential housing market on a national level, including reduced demand and decreasing (or stagnant) prices.</p> <p>Implications for Wodonga</p> <p>A constrained property market is significant for the Wodonga economy, as any reduction in the volume of new residential developments will add to existing housing shortages and accentuate workforce shortages. Supporting the current and future supply of housing is critical to achieving economic and employment outcomes in the region.</p>
	<p>Growth of advanced manufacturing</p> <p>Manufacturing has been a key part of Australia's COVID-19 response, particularly in responding to the global supply chain impacts and the need to produce goods locally. There is an opportunity for manufacturing businesses to scale up and become more competitive and resilient, through investment in more advanced and emerging manufacturing activities.</p> <p>Implications for Wodonga</p> <p>Manufacturing is the largest economic driver in Wodonga. This provides significant opportunities to attract further investment in advanced and emerging manufacturing activities, including leveraging existing land and the local skills base, as well as supporting existing manufacturing businesses.</p>



Climate resilience and environmental sustainability

Given the recent government commitments to reducing emissions, environmental sustainability is playing an increasing role within the economy and influencing business and consumer decisions. As a result, there is increased demand for investment in new, clean energy technologies to increase energy efficiency and reduce emissions, as well as transition to more efficient practices to improve business productivity.

Implications for Wodonga

There is an opportunity for the council to attract diverse industries and support increased productivity of the existing business base through policy support, engagement and advocacy.



Growing demand for health care

As the population ages, demand for health care will increase and significantly grow healthcare-related spending, demand for public health facilities and workforce requirements to meet demand.

Implications for Wodonga

Health care and social assistance is the largest employing industry and, together with an ageing population, the provision of healthcare to service a large regional catchment will be an ongoing concern for Wodonga.

2.6 Economic development partners

The following table outlines the key partners and stakeholders responsible for delivering economic development locally, regionally, state-wide and nationally. Wodonga Council and supporting stakeholders are encouraged to maintain ongoing relationships to ensure alignment with broader priorities and initiatives. This collaboration is important to promote local projects and initiatives, particularly through attracting funding for investments and infrastructure in the region to support economic growth.

Table 4 Wodonga economic development governance structure

Organisation	Description
National level	
Regional Development Australia	Regional Development Australia works to improve economic development across regional Australia, as well as attract investment and create jobs.
Austrade	The Australian Trade and Investment Commission, promotes Australian trade and investment opportunities internationally to support the growth of Australian businesses.
State level	
Regional Development Victoria	Supports the economic development of rural and regional areas within Victoria. RDV works with regional businesses and communities and all levels of government
Visit Victoria	The primary tourism and events organisation for the Victorian Government and is involved in research and advocacy, as well as domestic and international marketing.
Invest Victoria	Invest Victoria is the state government's investment attraction agency.

Business Victoria	Business Victoria is a comprehensive online resource that delivers a number of programs and services to support Victorian businesses to start, run and transform their business.
Development Victoria	The government agency responsible for driving urban renewal and development projects to enhance the economic and social well-being of Victoria.
Regional level	
Visit Albury-Wodonga	A tourism organisation that represents the Wodonga and Albury councils and supports tourism in the Albury-Wodonga region, showcasing its attractions and activities to visitors through marketing and promotional activities.
Invest Albury-Wodonga	Supported by the Wodonga and Albury councils, Invest Albury Wodonga incorporates a suite of services and information to facilitate investment and business relocation, focusing on target industries and areas suited to the region.
Live Albury-Wodonga	Showcases the Wodonga and Albury municipalities for prospective residents and workers seeking to relocate. Includes an overview of regional assets, employment opportunities, housing availability and general regional lifestyle attributes.
AlburyCity Council	AlburyCity is Wodonga's partner in investment attraction, as well as supporting regional growth in economic development and the visitor economy, which is detailed in the <i>Two Cities One Community Strategic Plan</i> . This includes collaborative activities to live, invest and visit in Albury-Wodonga. AlburyCity also provides tourism support for Wodonga through funded council officer positions.
Ovens Murray Regional Partnership	The Ovens Murray Regional Partnership was established to engage with local communities, businesses and other stakeholders in the Ovens Murray region of Victoria. The partnership serves as a platform for collaborative decision-making to address local priorities and facilitate economic and social development within the region.
Murray Regional Tourism	Murray Regional Tourism unites the Murray region's tourism industry, providing a clear developmental direction, focused product development and support for infrastructure. The organisation works across both the Victorian and NSW borders and aims to strengthen the region's visitor economy by building tourism product, industry resilience, developing quality and inspirational visitor experiences and promoting the region in partnership with both the public and private sector.
Local level	
Wodonga Council	Wodonga Council's economic development unit provides support to businesses and facilitates initiatives that promote economic growth and employment opportunities in the Wodonga region.
Business Wodonga	Business Wodonga is Wodonga's chamber of commerce, supporting and advocating for local businesses by providing networking opportunities, business resources, and community engagement.



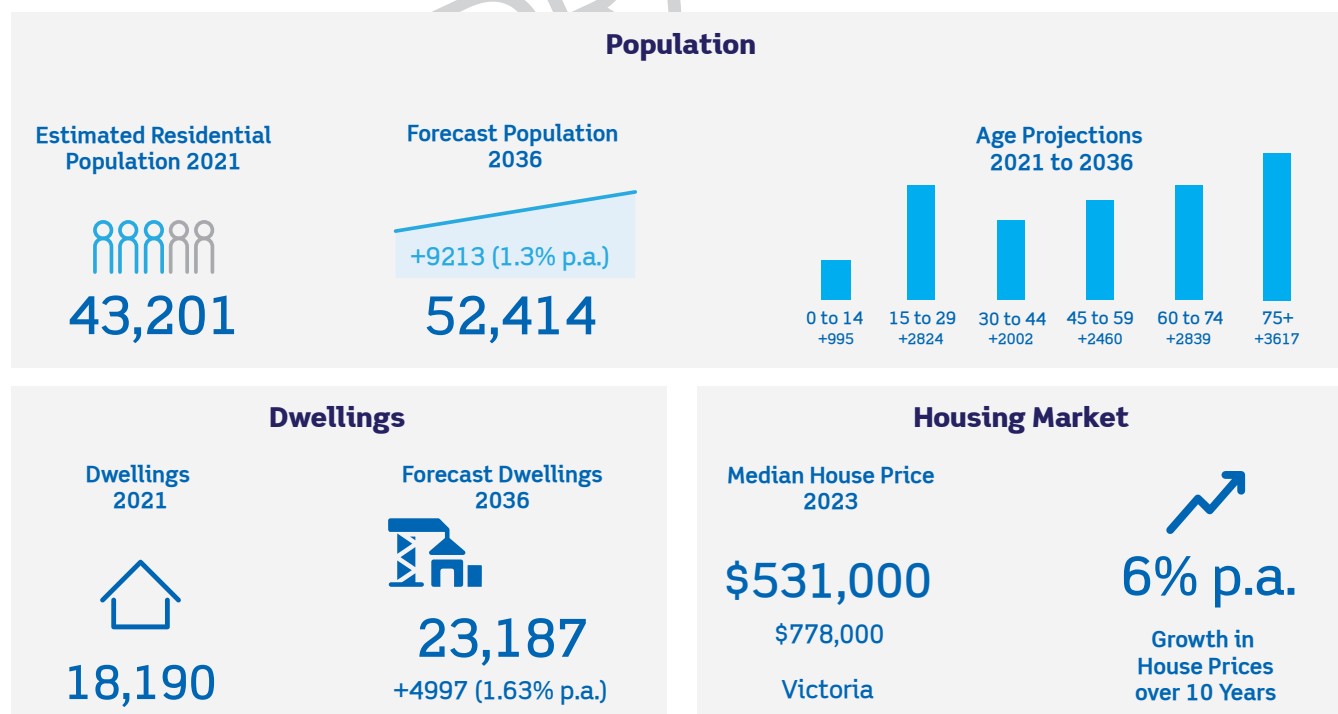
3. DEMOGRAPHIC PROFILE

3.1 Key demographic trends

Figure six provides an overview of the population and demographic profile for Wodonga. Key points to note include the following.

- Wodonga is forecast to grow to more than 50,000 residents by 2036 (+10,000 residents). To ensure sustainable population growth, *it will be critical that investment in services, amenity and infrastructure keeps pace with local growth, and considers the growth of the broader region.*
- However, consideration of the broader catchment that is serviced by Wodonga includes a resident base of about 150,000, which is forecast to grow to more than 176,000 by 2036 (+29,000 residents). *Planning for regional growth will require significant investment in infrastructure and services, including housing, land supply and businesses, to meet demand.*
- More locally, population growth is expected to be greatest among cohorts over 70 years of age, which will impact demand for health care and aged care services. Significant population growth is also expected for young students and working-aged residents (15 to 29 years). *It will be important to foster the growth of all working aged residents and young families to support the local workforce and sustain the economy.*
- While house prices have increased over time, median house prices are consistently lower than the Victorian average. This provides an opportunity to attract residents and workers from more expensive regional areas and metropolitan cities. *However, it is critical that there is a sufficient supply of diverse housing to meet the contemporary needs of various demographic groups (and also improve liveability outcomes for existing residents).*

Figure 6 Wodonga demographic snapshot



Note: The data included in this section has been compiled by Urban Enterprise from a combination of sources, including REMPLAN, ABS, Victoria in Future and the Victorian Valuer-General.

4. ECONOMIC PROFILE

4.1 Key findings

As shown in figure seven, the key economic and industry trends for Wodonga includes the following.

- The economy is driven by the following industry specialisations that generate majority of output, exports and local jobs.
 - **Primary industries and trade** (manufacturing, construction, transport and warehousing)
 - **Knowledge and public sector** (health care and social assistance, education & training, public administration and safety)
 - **Population support** (retail trade, property, hospitality, other services)


These specialisations are fundamental to the function and productivity of the local economy and are likely to drive future investment and growth in the city.

- There is a large commuting workforce in the region, given that both Wodonga and Albury provide a large jobs base with 40 per cent of local workers commuting into Wodonga from the surrounding region, while 35 per cent commute out to other municipalities (primarily Albury). *Industry in Wodonga can benefit from a regional workforce by leveraging the job opportunities in Albury to attract resident commuters, as well as attracting workers from Albury to support businesses.*
- Although the majority of businesses in Wodonga are non-employing (59 per cent), the municipality supports many major private and public employers across its industry specialisations. *These large-scale businesses achieve employment outcomes, generate flow-on economic activity and can facilitate future investment in supporting and complementary industries.*
- Wodonga receives a high proportion of non-holiday visitors, including visiting friends and relatives, business travellers and healthcare visitors. Given the role of Wodonga as a service centre, as well as a gateway for regional and metropolitan destinations, *there are opportunities to support visitor economy growth by leveraging its strategic location and existing services and amenity.*

Figure 7 Wodonga economic snapshot

Key Indicators

 **\$8.4B**
Output

 **\$3.4B**
Reg. Exports

 **22,382**
Local Jobs

Top Industries

By Output



1. Manufacturing (26%)
2. Construction (17%)
3. Public Administration & Safety (15%)

By Exports



1. Manufacturing (41%)
2. Public Administration & Safety (27%)
3. Construction (12%)

By Employment



1. Health Care & Social Assistance (16%)
2. Public Administration & Safety (12%)
3. Construction (12%)

Employment and Business Profile

60% Live and work in Wodonga

35% Live in but work outside Wodonga

40% Work in but live outside Wodonga

3.9%
Unemployment Rate
(March 2023)

 **3268**
Businesses

Top Industries (by business)

1. Construction - (24%)
2. Rental, Hiring & Real Estate Services - (10%)
3. Professional, Scientific & Technical Services - (8.9%)

Visitor Economy 2022

 **600**
Jobs

Total Visitors



387,123
(2022)

164K
Daytrips



222K
Overnight



\$97M
Visitor Expenditure

Avg. Spend per Visitor



\$106
Daytrip



\$351
Overnight

Purpose of Visit (2015-19)

Daytrip



31%



26%



24%



19%

Overnight

Holiday

22%

VFR

54%

Business

17%

Other

3%

Note: The data included in this section has been compiled by Urban Enterprise from a combination of sources, including REMPLAN, ABS, Victoria in Future and the Victorian Valuer-General.

5. STRATEGIC CONSIDERATIONS

5.1. Overview

The following provides an overview of the strategic considerations to inform the Economic Development Framework, including:

- **Strengths** and attributes to be leveraged to achieve growth outcomes;
- **Challenges** to be considered and overcome; and,
- **Economic opportunities** to guide future decision-making and priorities for the council.

This information is drawn from a combination of background research, policy review and stakeholder consultation.

5.2. Strengths

The following outlines Wodonga's economic strengths and competitive advantages that should be leveraged to achieve growth outcomes.



Location and accessibility to regional destinations and metropolitan cities

Wodonga is a gateway to surrounding regional destinations, including the Alpine snowfields, the north east wineries, as well as all major metropolitan centres across Australia.



Established transport corridors

The city is strategically positioned along key road, rail and air connections, providing access to regional, national and international markets.



Access to education and research facilities

Wodonga boasts tertiary education assets, including both La Trobe University and Wodonga TAFE, providing a steady stream of skilled talent to sustain a thriving workforce, as well as research opportunities to support industry development.



Regional hub for employment, retail and health services

Wodonga is the key regional city for Victoria's North East, making it the primary location for services and employment. This supports economic outcomes for residents, workers and businesses, which helps facilitate investment opportunities.



Regional lifestyle attributes

Wodonga has a number of attributes that make it an attractive and liveable place to reside, including local community, recreation and sporting facilities, as well as access to key services. This contributes to resident amenity and wellbeing.



Major industry employers and diverse industries

The number of nationally recognised businesses in the area, across a range of industry specialisations such as manufacturing, health, defence, proves Wodonga to be a conducive location for investment and business activity.



Collaboration with Albury (and other neighbouring councils)

The unique relationship with Albury (as well as surrounding municipalities as the service centre) provides significant economic and community advantages. This includes including access to labour and consumption markets, as well as expanding the range of available services and amenity. Collaboration with Albury and neighbouring councils will help Wodonga capitalise on future economic and investment opportunities.



Diverse employment land supply

The diverse employment land supply in Wodonga accommodates a broad spectrum of industries, from heavy manufacturing to public services and commercial enterprises – bolstering economic resilience and employment prospects.

5.3. Needs and aspirations

In order to meet the vision for Wodonga, the following areas will need to be addressed.



Increase stock of diverse housing and accommodation

Wodonga is experiencing a shortage of housing, rentals, as well as commercial accommodation supply to cater for residents, workers and visitors. Provision of diverse housing stock (covering the spectrum of low-high density and quality) to meet market needs is critical to support employment and business activity. In particular, housing for construction workers is critical to support the development of current and future major projects planned in the region.



Ensure supply of a skilled and “job-ready” workforce

There are significant workforce shortages across a range of sectors critical to the Wodonga economy, including healthcare, construction, manufacturing and hospitality. As such, it is essential to ensure there is sufficient availability of skilled labour to meet industry needs and ensure key services are provided to residents.



Optimise underutilised and vacant retail, commercial and industrial land in strategic locations

There are strategic parcels of employment land across Wodonga that is vacant or underutilised, including state-owned land in the CBA. This constrains the level of investment and activation across Wodonga’s commercial and industrial centres.



Support provision of quality retail and dining experiences

Residents, workers and visitors would benefit from a greater range of hospitality in the municipality, including retail, dining and other entertainment product, which could help support resident growth and generate local consumption.



Provide planning support for critical development infrastructure

It is essential that zoned land is serviced by critical infrastructure (eg. water) to facilitate both residential and commercial developments. This requires strategic planning for future land releases and collaboration with service providers to ensure future developments align with growth needs and meet industry and community requirements.



Enhance connectivity to key employment areas

Community and industry stakeholders identified a lack of transport options for commercial and industrial areas outside the CBA, including at Logic and the Leneva Baranduda growth area. This includes both public and active transport connections for workers accessing employment in these locations, which may constrain workforce attraction and business activity.

5.4. Economic opportunities

The following summarises the range of economic opportunities that the council could pursue to guide future decision-making and priorities. These opportunities seek to leverage Wodonga's strengths, as well as overcome identified challenges, to achieve positive economic development outcomes.

-  Continue to develop and improve access to Logic precinct to attract industry investment.
-  Capitalise on Junction Place project to attract commercial (ie. retail, entertainment, hospitality) and mixed-use developments.
-  Leverage the pipeline of major private and public infrastructure projects to support economic growth and attract flow-on business investment.
-  Strategically plan for development infrastructure (eg. water) to service zoned land in order to attract industry and residential investment.
-  Support infill residential development on existing serviced land to accommodate residents and workers.
-  Activate state-owned land within the CBA to expand the range of commercial precincts.
-  Collaboration with the private sector and higher education to support training and employment pathways.
-  Commercialise research and development resources across higher education facilities to support the attraction of future (and emerging) industries, such as advanced manufacturing and renewable energy.
-  Support the events sector, focusing on community and sporting events, to promote resident wellbeing and grow the visitor economy.
-  Grow ecosystem of organisations involved in defence-related activity, including support services, manufacturing and research.
-  Collaborate with regional, state and national entities (including government and private sector) to support investment priorities and achieve economic and employment outcomes.
-  Activate Gateway Village through the development of contemporary arts and culture product, to support community and lifestyle outcomes.



6. ECONOMIC DEVELOPMENT FRAMEWORK

6.1. Overview

The following outlines the strategic framework for Wodonga Council to guide economic development and sustainable growth. This information is drawn from a combination of background research, policy review and stakeholder consultation outcomes.

6.2. Economic development vision

Wodonga will support balanced and sustainable growth for the community through investment in wealth, human capital and job creation, with the goal of enhancing economic prosperity and improving the standard of living.

6.3. Economic development pillars

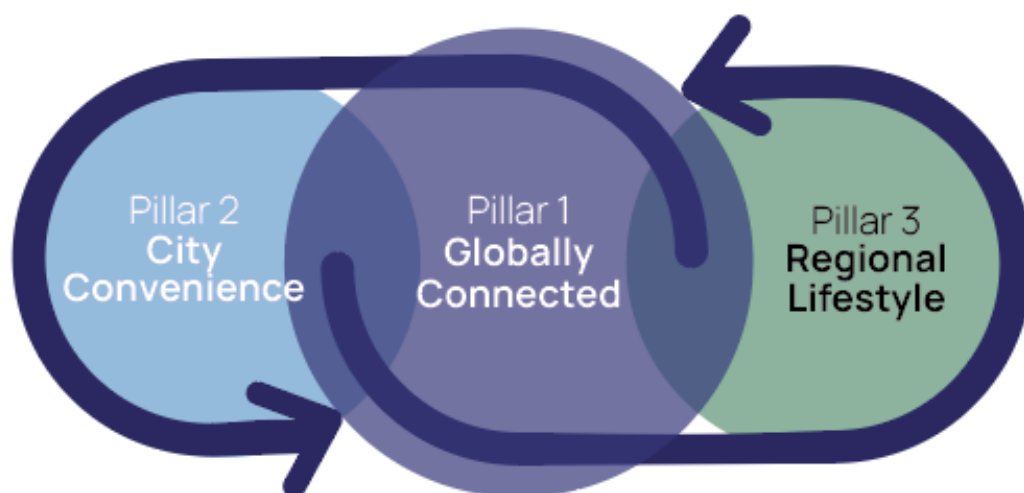
The Economic Development Framework includes the key pillars for the Wodonga economy, which are: **Globally Connected, City Convenience and Regional Lifestyle** (refer Figure 1).

These align with the objectives and vision for the economy, including relevant project priorities and other opportunities for council, which are explored throughout this section.

These interconnected pillars will drive growth outcomes for Wodonga. Having a high-quality regional lifestyle and well-serviced city will provide a conducive environment for international investment and support the development of a globally connected economy.

Conversely, the benefits of global connectivity and investment attraction will influence other areas of the economy. This includes positive impacts to liveability and community outcomes, as well as supporting industry growth and business development.

Figure 1 Economic development pillars



The areas of focus for these pillars, which help identify the project opportunities and economic development priorities for the council and other stakeholders, are detailed below.

Pillars	Areas of focus
 <p>Pillar 1: Wodonga is globally connected</p>	<ul style="list-style-type: none"> • Investment support and facilitation • International investment attraction and advocacy • Strategic partnerships and collaboration • Economic development best practices
 <p>Pillar 2: Wodonga provides city convenience</p>	<ul style="list-style-type: none"> • High-amenity activity centres and shopping precincts • Placemaking • Business development and productivity • Workforce attraction and skills development
 <p>Pillar 3: Wodonga supports a unique regional lifestyle</p>	<ul style="list-style-type: none"> • Accessible and high-quality services • Community and recreation infrastructure • Affordable and diverse housing infrastructure

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Pillar 1 Globally connected

Overview

Transform Wodonga into a globally connected municipality that responds to market trends, attracts international investment and provides access to national and international markets (via trade and export opportunities). This will enhance the international profile of Wodonga and elevate its status as a leading regional city, which will support a vibrant and growing economy.

By proactively seeking to integrate with the global economy, through creating an environment that is conducive to foreign investment, Wodonga can tap into a broader range of economic opportunities and grow its industry base (supporting business activity and job creation).

As the city becomes increasingly recognised on the global stage, it enhances its reputation as a leading regional city. This, in turn, attracts more businesses, talent, and innovation, contributing to a vibrant and growing economy.

By embracing a globally connected approach, Wodonga is well-positioned to thrive in an interconnected world, promoting prosperity and a brighter future for its residents and stakeholders.

Areas of focus

- **Investment support and facilitation.** Establish an investment-ready environment through delivery of critical infrastructure, effective land-use planning and other measures to encourage investment attraction.
- **International investment attraction and advocacy.** Expand Wodonga's profile in national and international markets and promote Wodonga as a destination of choice for strategic investment that supports global connectivity and delivers economic growth outcomes.
- **Strategic partnerships and collaboration.** Formal engagement with key industry and government partners – at a regional, state, national and international level – to promote and support Wodonga's economic development and international investment priorities.
- **Economic development best practices.** Adopt a holistic, innovative and fit-for-purpose approach across the council to support international investment, job creation and access to export markets.

Pillar 2 City convenience

Overview

Capitalising on Wodonga's role as a regional city and primary service hub for residents, workers and businesses will complement the municipality's lifestyle attributes and support economic growth outcomes. This includes leveraging existing assets and, through provision of critical infrastructure, services and amenity, drive investment, local consumption and create jobs in the region.

Wodonga possesses the attributes to maximise its potential as the economic centre of the region, through its:

- Diverse, robust and specialised industry base (ranging from primary and trade industries to key population services);
- Retail and hospitality offering within the CBA activity centre and network of shopping precincts across Wodonga's localities;
- Network of local businesses providing access to a range of products and supporting services; and,
- Major employers and service providers (inc. health, education and social services).

Building on these key economic drivers will promote ongoing development and further Wodonga's status as a leading regional destination for living, working and a place to do business.

In particular, capitalising on the relationship with Albury will broaden and enhance its role as a regional

hub and provide more opportunities for employers, employees and consumers.

Areas of focus

- **High-amenity activity centres and shopping precincts.** Encourage provision of high-amenity services (eg. retail, hospitality, office, entertainment) in key activity centres and shopping precincts to better service the local and regional catchment, promote business investment and support local economic activity.
- **Placemaking.** Enhance the utilisation of commercial areas - across business and non-business periods - through activation measures that attracts consumers, increases dwell time and local consumption.
- **Business development and productivity.** Support the network of small businesses, including existing and new businesses, to promote business resilience, innovation and growth, which will contribute to ongoing investment and achieve economic and employment outcomes.
- **Workforce attraction and skills development.** Collaboration between council, industry, government, education and employment providers to address workforce challenges, support and attract skilled workers and upskill the existing labour force. This will ensure businesses are more productive and will support the region.

Pillar 3 Regional lifestyle

Overview

Maintaining Wodonga's unique regional lifestyle attributes and supporting liveable communities is a key enabler of local economic development. This is essential to encourage population and workforce attraction, increase community engagement and foster participation in local economic activity.

For Wodonga, this includes the following unique lifestyle traits that makes the municipality an attractive destination for residents, workers, visitors, as well as businesses and investors.

- Access to nature-based assets (eg. Murray River, Lake Hume)
- Provision of quality sporting and recreation infrastructure
- Shorter commuter times to access employment, study and leisure
- Providing access to regional destinations in north east Victoria and southern NSW (eg. Alpine snowfields, wineries, trails, etc.)

The preservation of Wodonga's distinct character and identity will help differentiate the city from metropolitan centres and support community outcomes, while also providing opportunity for continual growth and development.

Areas of focus

- **Accessible and high-quality services.** Ensuring access to essential services, such as health, social assistance, education, to improve the quality of life in Wodonga and attract residents and workers to the municipality.
- **Community and recreation infrastructure.** Provision of civic and sporting facilities, as well as open spaces, will support community engagement, as well as community events, which will catalyse economic activity and support surrounding businesses.
- **Diverse housing infrastructure.** Sufficient housing availability and diversity to support the lifestyle expectations of the community – varying in terms of density, quality and affordability to accommodate new and existing workers. This will increase consumer choice and help support a range of demographic groups looking to relocate to Wodonga (including. retirees, young workers, families, tradespeople and professionals).

6.4. Economic development project opportunities

The following details the economic pillars, including areas of focus and project opportunities. This includes a list of key actions, responsible stakeholders, resources and indicative timeframes as follows

- Short-term (0-2 years)
- Medium-term (2-4 years)
- Long-term (4 years+)
- Ongoing

The strategy will be delivered by the council from 2024-2028 to be implemented in partnership with relevant government and industry stakeholders. Implementation should be monitored on an annual basis to reflect outcomes achieved and immediate priorities.

To guide the delivery of the projects identified in this strategy, it is intended that the council's role would be to lead, partner or support. Projects may be delivered in partnership with government and the private sector and in addition, funding contributions (either in full or part) may be required to deliver certain projects.

Figure 8 Strategy delivery roles

Council role	Description
Lead	The projects and initiatives for which the council has direct responsibility and accountability (typically involves funding or resource responsibility).
Partner	Those projects the council can support and help shape through partnerships with the community, other levels of government and industry (funding/resource typically shared).
Support	Projects and initiatives where council advocates and/or supports other stakeholders to take action (involves minimal to no resources).



Project opportunities

Table 5 Economic development project opportunities and actions

Project and description	Council role	Timeframe	Key stakeholders	
			Primary	Secondary
Project 1: International investment business plan Prepare a business plan that adopts best practices in international investment attraction, clearly outlining the roles and responsibilities of the economic development team, including the resources required to achieve identified objectives. This plan should consider best practices for international investment attraction, including potential policies, programs and resourcing, including (but not limited to): <ul style="list-style-type: none"> • An engagement framework with key stakeholders; • An investment attraction marketing plan (with investment branding and content); and, • An incentive package to support investment. This plan should also consider Wodonga's approach as a standalone municipality or a combined regional approach with AlburyCity.	Lead	Medium to long	Wodonga Council	AlburyCity Austrade Invest Victoria Invest Albury Wodonga
Project 2: Wodonga Investment Prospectus Showcase the Wodonga Investment Prospectus, through marketing and communication channels, to highlight the benefits of investing in Wodonga and promote industry investment opportunities, focusing on: CBA investment (inc. retail and hospitality); Manufacturing; Transport and logistics; and Renewable energy.	Lead	Short	Wodonga Council	

Project and description	Council role	Timeframe	Key stakeholders	
			Primary	Secondary
Project 3: Growth and development of Logic industrial precinct Continue the growth and development of Logic through attracting investment in a range of industries that require access to storage and distribution infrastructure and connection to export markets.	Lead	Ongoing	Wodonga Council	Private sector Regional Development Victoria
Project 4: Strategic Land Divestment Plan Develop a divestment plan for key parcels of land in strategic locations. This will involve collaborating with state authorities to identify and support a divestment approach to promote the activation and development of land for commercial uses.	Lead	Short	Wodonga Council	State Government
Project 5: Activated and investment-ready land supply Building on the Employment Land Supply Assessment (2023), ensure there is appropriate commercial and industrial land supply that is adequately serviced to support investment in key industry sectors and meet future growth projections.	Lead	Medium	Wodonga Council	
Project 6: Economic and demographic data collection Prepare annual economic and demographic data reports that provide a snapshot for Wodonga's economy, industry base, employee base and demographics (including recent trends). This information should be used as an evidence base to inform strategic decision-making and funding allocations for the council, as required for residents, businesses and workers.	Lead	Short and ongoing	Wodonga Council	

Project and description	Council role	Timeframe	Key stakeholders	
			Primary	Secondary
<p>Project 7: Defence investment program</p> <p>Proactively engage with the Defence base in Wodonga to attract large-scale investment to support and sustain the Defence industry, including:</p> <p>Primary industry attraction (including, manufacturing, transport and logistics) to supply parts/equipment locally and distribute nationally);</p> <p>Support services to cater to the defence personnel and families (eg. food, retail); and,</p> <p>Research, education and training hub to help innovate and support defence operations.</p>	Partner	Medium	Wodonga Council	Private sector
<p>Project 8: Renewable energy study</p> <p>Investigate the potential to prepare a study into renewable energy investment in Wodonga, including identification of preferred type of investment, strategic locations, as well as the role of council and supporting stakeholders.</p>	Partner	Long	Wodonga Council	<p>Australian Gas Infrastructure Group</p> <p>State government (Energy, Environment and Climate Change)</p> <p>Renewable energy proponents</p>
<p>Project 9: Workforce and skills support program</p> <p>Collaboration with education and training providers, as well as local employment providers, to:</p> <p>Identify workforce and industry needs;</p> <p>Connect jobseekers with workforce training programs; and,</p> <p>Attract new workers to meet identified industry gaps and skills shortages.</p>	Partner	Medium	<p>Local employment and training providers</p> <p>Tertiary education sector</p>	Wodonga Council

Project and description	Council role	Timeframe	Key stakeholders	
			Primary	Secondary
Project 10: Strategic planning for water infrastructure In partnership with North East Water, support future strategic planning for critical water infrastructure to service and activate zoned land for future residential and commercial development to meet the needs of a growing regional city.	Partner	Ongoing	North East Water	Wodonga Council
Project 11: Supporting business and industry networking and development Work in partnership with businesses and industry groups (through regular collaboration and knowledge-sharing) to deliver a program of activities focusing on business growth and development – including networking events and forums, as well as roundtable discussions with key stakeholders. Activities could also be supported through council promotion of business events via its communication channels (eg. online, newsletters and social media).	Partner	Ongoing	Local Businesses and Industry Groups	Wodonga Council
Project 12: CBA development and activation Encourage CBA investment to support activation and economic growth. Areas of focus should consider commercial and residential investment, in order to promote employment and consumption outcomes. This could include diverse and high-density housing options to accommodate residents and workers, as well as mixed-use developments to attract investment in services, professional sectors, retail and hospitality. These measures should involve collaboration with local developers and investors.	Partner	Medium	Wodonga Council	Developers
Project 13: Community infrastructure advocacy Identify and advocate for community infrastructure priorities to support investment in community facilities and/or recreational infrastructure, to support community wellbeing and liveability. Infrastructure priorities should be reviewed and updated on an annual basis to cater to the contemporary needs of residents.	Support	Medium	Wodonga Council	State Government Federal Government Private sector

Project and description	Council role	Timeframe	Key stakeholders	
			Primary	Secondary
Project 14: Junction Place development and activation To support the renewal and activation of Junction Place, the council should proactively pursue commercial and entertainment investment that aligns with the project vision. This could be achieved through collaboration with industry and property developers.	Support	Ongoing	Industry Property developers Development Victoria	Wodonga Council
Project 15: Advocacy for transport infrastructure improvements Prioritise and advocate for investment in transport infrastructure – including road, public and active transport – to support the accessibility of key economic and employment areas across the municipality for the benefit of workers and businesses.	Support	Ongoing	Wodonga Council	State Government

Indicative performance measures and monitoring tools

Measure	Monitor	Frequency
Increase in public infrastructure investment	Council databases and state/federal budgets	Annually and every four years
Increase in supply of serviced employment and residential land	Council's property rates database	Annually
Increase in investment enquiries for commercial and industrial businesses	Council databases and/or CRM software (including recording investment enquiries by business type and industry)	Annually
Growth in the volume of large businesses (ie. 200+ employees)	Economic databases (eg. REMPLAN/Economy ID) and the Australian Business Register database.	Annually
Growth in business-related activities (including expos, business events, conferences, etc.)	Internal council business planning	Annually
Increase and expand the jobs base	Economic databases (eg. REMPLAN/Profile ID) and every four years via ABS census data	Annually and every four years
Growth in volume of exports and trade	Economic databases (eg. REMPLAN/Profile ID) and every four years via ABS census data	Annually and every four years
Increase in investment enquiries for commercial properties and developments	Council databases and/or CRM software (including recording investment enquiries by business type and industry)	Annually
Growth in the business base and jobs base for population-driven industries	Economic databases (e.g. REMPLAN/Economy ID) and the Australian Business Register database.	Annually
Decrease in vacancy rates for commercial properties	Council's property rates database	Annually
Increase in local consumption	Consumption databases (eg. Spendmapp)	Annually
Increase in the number and frequency of public transport services	Public Transport Victoria databases	Annually
Increase in working-aged residents	Population databases (eg. REMPLAN/Profile ID) and every four years via ABS census data	Annually and every four years
Increase in labour force participation rates and local employment	Population databases (eg. REMPLAN/Profile ID) and every four years via ABS census data	Annually and every four years

Measure	Monitor	Frequency
Increase in investment enquiries for residential developments	Council databases and/or CRM software	Annually
Growth in housing supply and housing diversity	Population databases (eg. REMPLAN/Profile ID) and every four years via ABS census data	Annually and every four years
Investment in community and recreation infrastructure	Council and state budgets	Every four years
Improvements in community satisfaction (via surveys/ primary research)	Council community surveys (Have Your Say forum)	Every four years

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