

INQUIRY INTO REGIONAL DEVELOPMENT AND A GLOBAL SYDNEY

Organisation: Albury City

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The Legislative Council Standing Committee
on State Development
Parliament House
6 Macquarie Street
SYDNEY NSW 2000

Via email: state.development@parliament.nsw.gov.au

Dear Honourable Committee Members,

Discussion Paper Response - Inquiry into Regional Development and a Global Sydney

AlburyCity is pleased to provide a response to the questions posed in the Discussion Paper into the Inquiry into Regional Development and a Global Sydney.


As a major regional NSW city located at the southern extremity of the state, Albury is a vibrant community situated on the Hume Freeway some 550km from Sydney and 310km from Melbourne. With a population of 52,000 people, Albury is an essential regional capital city providing infrastructure, health and professional services, business, employment, education, culture, sports and recreation to a broader regional catchment of approximately 180,000 people.

The city's liveability and strategic location is evidenced by the presence of many national and multi-national businesses from a variety of sectors; some of which have established head offices in the city. More than 4,000 businesses service regional, national and international markets and the local economy estimated at \$3.67 billion annually, demonstrating the importance of the city to the NSW state economy.

AlburyCity has prepared responses to the following questions outlined in the Discussion Paper:

Question 2: *How should the NSW Government define regional NSW? Does the concept of three tiers of regions have merit?*

The NSW Government should acknowledge that applying a broad-brush approach to classifying, planning for and contributing to regional NSW is counter-productive to the growth and prosperity of the state. The economies, social fabric and environmental influences can be vastly different across regional areas of NSW. AlburyCity therefore



encourages the Standing Committee to recognise the importance of major regional cities to NSW's broader population by defining them as 'Regional Capital Cities'. These major regional centres provide employment, critical health, professional services, retail, education, recreational facilities, entertainment and cultural services and infrastructure for smaller surrounding communities, for which they would otherwise have to travel or relocate to capital cities to obtain. Larger and more cosmopolitan populations drive community vibrancy, particularly in relation to food and beverage, arts and cultural, sporting and education sectors. Businesses become more viable as customer numbers increase, which flows back into employment. The continued development of Regional Capital Cities is therefore critical to the fabric of NSW's dispersed population.

It is also important to note that proximity to Sydney is not a gauge by which regional NSW tiers should be established. Albury, located on the NSW – Victorian border, is well beyond the 'second tier – Sydney growth corridor' referred to in the Discussion Paper, however due to its function as a regional service centre, it has little in common in terms of hard and soft infrastructure needs with smaller towns and villages.


Consideration should be given to a classification model that doesn't just recognise Sydney, its potential growth corridor and 'the rest of NSW', rather one that recognises the importance of regional cities and their role and responsibilities in supporting the growth and development of regional NSW and surrounding towns and villages.

As an aside, the Department of Planning population projection methodology for regional NSW is considered unreliable and not reflective of historic or future trends. Therefore it does not provide an accurate forecast for which to plan and cater for future growth. AlburyCity's and other regional city Councils have and will continue to raise and discuss their concerns with departmental staff in this regard.

Question 4 *How can the NSW Government ensure that regional planning priorities are aligned with those identified by local councils and other regional stakeholders?*

Organic jobs, population growth and private investment are burgeoning in Sydney, resulting in significant planning and investment focus being aimed at addressing housing affordability, productivity, congestion, transport and pollution. This situation differs dramatically for regional cities, many of which have immediate and master-planned capacity for growth, where commute times are short, productivity is high, and the lifestyle offer is outstanding.

As part of the Regional Economic Development Strategy (REDS) development



process, facilitated by the NSW Department of Premier and Cabinet, AlburyCity has identified planning priorities for the city and the wider Functional Economic Region (FER). The Albury Wodonga REDS sets out an economic vision for the FER and builds on the region's strengths to guide investment over the next four years. This involves leveraging the significant built infrastructure endowments and natural amenity, access to land and water, climate and lifestyle offering. These endowments form the basis for the region's specialisations.


Once finalised, this Strategy and the supporting Action Plan will act as an important tool to inform the NSW Government of the priorities of each FER and the ways in which the actions identified can support the delivery of the broader State planning objectives.

Question 5 *How can the NSW Government work with local councils and other regional stakeholders to develop a more accessible and responsive funding application process.*

The current State policy, when assessing funding applications from NSW projects in proximity of a state border, discounts economic benefits due to the possibility that jobs or investment may be derived by interstate residents or business operators. It is AlburyCity's assertion that this discounting policy must be removed. Fair and equitable investment policy should be applied across all NSW communities without fear or favour, as the current policy severely impacts the potential for state support for viable and revenue positive projects in Albury and elsewhere on the state border.

The growth and support of all regional cities in NSW is critical to decentralisation strategies aimed at dispersing growth outside of Sydney. The provision of hard and soft infrastructure to increase productivity and build regional economies will ensure that regional living is an attractive alternative for capital city dwellers. The availability of high quality services and facilities sets cities such as Albury apart and encourages relocation. The State Government has an important role to play in ensuring adequate funding is provided to support increased population growth.

The NSW Government has an opportunity to capitalise on the economy, environment and lifestyle available in Albury. In addition to its potential for growth, it also plays a vital role in strengthening the appeal and sustainability of the surrounding towns and villages. Unlike some of its coastal counterparts, Albury is actively seeking population increases to support growth in its economy.



The revised funding application process recently put in place by the NSW Government is considered an improvement on past practice. However, the timeliness of determinations can be improved.

Question 9 *How can Destination NSW better assist Destination Networks and local stakeholders to work together to grow tourism in the regions? What economic contribution do day visitors and overnight visitors make to regional economies? How can Destination NSW work with regional communities to attract visitors that will contribute to their economies?*

Following the review of Regional Tourism Networks, and the resulting loss of dedicated regional support, the assistance provided by Destination NSW (DNSW) to Albury has significantly reduced. In order for DNSW to effectively market regional NSW, it is imperative a dedicated DNSW resource is reinstated for all Regional Tourism Networks. Under the previous Regional Tourism Network arrangement, support and advocacy for regional stakeholders took place through direct local engagement and a thorough understanding of the product offering in cities like Albury.

Tourism has been identified as a strategic priority for the Albury Wodonga FER in development of the REDS. While it does not have a traditional tourism economy, Albury attracts a significant number of visitors across business, health and visiting friends and relatives markets. The tourism sector serves as a significant complementary component to the local economy, with a number of natural endowments including the Murray River, Lake Hume, historic locations, climate and lifestyle being key drivers for the sector.


Albury's tourism sector output is valued at \$2.9B¹, equating to 4% of the city's total economic output. It is also one of the largest employers in the city supporting 1,718 jobs², or 6.6% of Albury's employment.

The combined direct and indirect impact of different tourist profiles on the Albury Wodonga economy in 2016³ is detailed below. Importantly, the economic contribution of tourism increased by \$129 million in 2016 from 2015 levels. This result was largely due to the increase in the average daily expenditure of visitors to the region.

¹ REMPLAN Economic Modelling (December 2017)

² REMPLAN Economic Modelling (December 2017)

³ REMPLAN Economic Modelling (2016) and Tourism Research Australia data (2016)




	VISITOR NUMBERS	AVERAGE DAILY EXPENDITURE	VISITOR IMPACT
Domestic day visitors	755,000	\$177	\$133,635,000
Domestic overnight visitor nights	1,477,000	\$175	\$258,475,000
International visitor nights	170,488	\$60	\$10,229,280
Total direct impact			\$402,339,280
Total indirect impact			\$340,220,000
Total tourism impact			\$742,559,280

Given the importance of Tourism to the Albury Wodonga region, and the state more broadly, DNSW should continue to support regional communities by way of trade and media familiarisations and funding opportunities. A streamlined funding application and reporting process should be considered to address what is sometimes an onerous process and beyond the reach of many tourism operators in terms of cost, resourcing and expertise.

In order for DNSW marketing and PR teams to effectively promote the benefits of regional NSW to tourists, they must see and experience, first hand, the regions they are selling. Regular familiarisations of regions geographically removed from Sydney will better inform the messaging and information provided to visitors through DNSW campaigns. Understanding changes to regional tourism product offering and projects under development could be achieved through a coordinated approach via Regional Tourism Networks on an annual basis.

A dedicated regional NSW eDM (similar to Insights but for the consumer) aimed at key target markets promoting new, refurbished and quirky products, events, local hero's at the grass roots, deals and packages and a 'did you know' section within Regional Networks clusters may encourage and support regional visitation.

DNSW could also recognise the critical role that Murray Region Tourism (MRT) plays in regional tourism development. MRT has 14 local government member organisations on both sides of the border and a direct partnership with Victorian Government. Prior to formation of the Destination Networks, DNSW were also a founding and ongoing partner. MRT has driven growth in total visitation to the Murray from 2.15M in 2012 to 2.73M in 2017 and continues to be critical to the successful development of the regions visitor economy. When establishing the Destination Network, the NSW State Government completely ignored requests for the Murray to be recognised as a Destination Network in its own right. Subsequent to the networks being announced, and after considerable lobbying, MRT has been informally recognised as a sub-region to the Riverina Murray Destination Network. This level of recognition does not provide the same opportunity for partnership funding equitable to that provided by the



Victorian Government or the direct relationships with DNSW that previously existed. The Murray Region should be removed from the Riverina Murray Destination Network and recognised in its own right within the Destination Network framework.


Question 10 *What changes could be made to the Evocities framework to ensure that the benefits that flow into the regional centres are passed onto the surrounding villages and towns?*

AlburyCity has provided input into the collective submission prepared by the Evocities in response to this question. Please refer to the Evocities submission for detail.

Question 11 *What are the forecasts for jobs growth in industry sectors across each regional of NSW to 2036?*

In developing the Albury Wodonga FER REDS, an analysis of the region's natural endowments, economic data and core competencies identified a number of sectors in which the Albury Wodonga FER has a comparative advantage and would be expected to drive economic growth in the future. These are:

- **Manufacturing** - The Albury Wodonga FER has a successful and highly varied manufacturing sector, with major employers such as Mars Petcare, Visy, Norske Skog, Overall Forge, Milspec, Wilson Transformers and Kotzur Silos contributing significant value-add and employment to the region. This was reflected in the Location Quotient Analysis undertaken, which identified a number of manufacturing sectors as emergent growth sectors. The connections to the strong Transport and Logistics sector across road, rail and air provide a source of comparative advantage to the sector by providing direct access to a logistics network that can bring goods to market efficiently and at a low cost.
- **Transport and Logistics** - The Albury-Wodonga FER has a strong comparative advantage in the Transport and Logistics sector as a result of its geographic location along the main freight and passenger corridor between Melbourne and Sydney. Additional infrastructure assets such as the inland rail corridor, NEXUS Industrial Precinct, Wodonga Logic and the Ettamogah Rail Hub provide significant capability for this sector and provide a number of opportunities for future growth. The Transport and Logistics sector is also a major enabler of a number of other sectors in the FER.
- **Agribusiness** - A number of agricultural sectors in the FER, including livestock and grain farming, have comparative advantages including significant land



endowment, good water security, temperate climate, and access and geographic co-location to food product manufacturing businesses in the FER.

- **Tourism** – The Albury-Wodonga FER attracts a significant number of visitors for a variety of reasons, including for business, health and visiting friends and relatives. While growth in visitor numbers will likely be driven by growth in other sectors, the tourism sector still serves a significant complementary component to the wider FER economy and can be leveraged further to drive growth.

Further to strategies to grow these sectors, the analysis also identifies a number of issues that could be examined as a basis for prioritising strategic projects in the FER. These include growing the growing Education and Healthcare sectors, improved access to services and related infrastructure (telecommunications, electricity, gas and water) as well as sustaining the supply of skilled workers.


Question 14 *How can regional NSW develop as a brand? Has the online investment prospectus developed by the Office of Regional Development been successful? How can this be measured?*

AlburyCity has provided input into the collective submission prepared by the Evocities in response to this question. Please refer to the Evocities submission for detail.

The online investment prospectus to be developed by the Office of Regional Development has yet to be launched, nor have we seen its content or format.

Question 21 *What more can the NSW Government do to accelerate the decentralisation of public sector agencies and departments to regional NSW? Has the distribution of decentralised public sector roles between Western Sydney and regional NSW been equitable?*

Regional communities can benefit enormously through the relocation of all or part of a public sector entity, most particularly in economic uplift, improved opportunity, retention of local youth, and higher value employment opportunities, as well as diversification of the economy. Public investment acts as a catalyst for private investment, with businesses attracted by improvements to the region's image and the uplift in confidence from the long-term public commitment. It will also make regional Australia a more legitimate interest for policy makers, as well as providing authorities with a better understanding of regional issues and viable solutions.



There is a self-perpetuating effect that emanates from any reasonable level of decentralisation, which results in flow on benefits that build capability in regional Australian communities. With the location of NSW Government entities, regional communities are stronger, more diversified, with a broader mix of industry and opportunities, resulting in strengthened resilience.

In our digital and technological age, there are a number of government entities that are suited to decentralisation without compromising efficiency or functionality, particularly those that are largely office based in their operations, are broadly regional in their responsibilities and/or have an existing presence in regional capitals. The Commonwealth Government has successfully undertaken such decentralisation projects in the region, including establishment of a significant Australian Taxation Office processing centre and a strong presence by the Department of Defence in the region through the Latchford Barracks, Gaza Ridge Barracks and Army Logistics Training Centre.


As with all investments consideration should be given to the cost benefit of relocating government departments. Given the significant cost that can sometimes be associated with such efforts, the government may achieve similar or better strategic outcomes by incentivising the relocation or expansion of private sector businesses in regional areas via the methods outlined elsewhere in this submission.

Question 23 *How can the NSW Government work with universities and industry to ensure that regional development priorities incentivise co-location?*

While the Albury LGA ranks well with respect to educational attainment compared to Regional NSW averages, as business and industry grows, the region may be faced with the challenge of sustaining the supply of skilled workers.

Stronger linkages between the educational institutions present in the region and local industry could help better align the local workforce to the needs of businesses in the city.

In order for universities to foster healthy partnerships with industry, the NSW Government can assist by ensuring a predictable environment with respect to funding and regulation. This provides industry players with the confidence to enter into long term arrangements with education providers and allows both parties the time that is required to develop effective partnerships, upon which real progress can be made.



Helping universities strive for excellence, by rewarding those that do collaborate with industry and are willing to share their experiences with other businesses and institutions, is fundamental. When companies and universities work together to bridge the gap between academia and business there are considerable benefits to both sides. If NSW Government provided funding support to those that are achieving outcomes in this space, it will by default prioritise industry-university partnerships across the State's other tertiary education providers.


Question 26 *How can the NSW Government assist SMEs and start ups to secure the necessary finance to innovate, expand their businesses and attract large contracts, particularly where those new opportunities can facilitate relocation of business to the regional and fuel regional economies?*

The provision of finance support to start-ups is a high risk endeavour and arguably one best left to business and industry. Any government support in this area should be focused on the creation and operation of innovation hubs or shared working spaces which may be offered at a subsidised rate for a limited period, subject to the achievement of progressive key performance indicators.

One way to encourage business expansion or relocation by SMEs into regional NSW is to reconfigure the funding model provided through Jobs for NSW. To date Jobs for NSW appears to have delivered little if any substantial regional outcomes, despite receiving significant government funding. Accordingly, this funding should be reallocated to enable provision of direct financial incentives.

These funds could be a genuine driver of business relocation to regional areas if provided as a direct incentive to business, particularly when scaled to align with their proposed capital investment and the number of jobs to be created. Any such funding could be confirmed at project inception but only paid by way of instalments on provision of evidence of achievement of key performance indicators. AlburyCity has recently developed a Policy in this regard and whilst it is yet to be tested it does provide a model for consideration. Council's capacity to provide assistance to attract large scale business without support from the NSW Government is limited and rarely in line with business expectations.

Question 28 *Given the primacy of port freight to exports for regional producers, what is the NSW Government doing to ensure that road and rail networks to key ports are able to accommodate forecasted growth in freight over the coming years?*




Given the anticipated doubling of freight task in NSW to 2030, AlburyCity is supportive of the Ettamogah Rail Hub (ERH)'s funding submission before the Fixing Country Rail Fund assessors to further develop its intermodal facility. If successful, ERH will deliver a 3.5km master siding and further 2km extension to the rail siding. These siding expansions will allow trains to fully clear the Inland Rail mainline in order to load and unload without blocking the corridor. It is anticipated that loading on the mainline will be prohibited on completion of the Inland Rail Corridor.

At present, ERH is timetable constrained and will have difficulty servicing current customers into the future due to the requirement to stop trains on the mainline. The ERH project provides a solution to more efficient rail freight services and diversion of freight away from our road network, thereby relieving road congestion and improving safety. The ERH proposal to construct a master siding off the Melbourne – Sydney mainline will also deliver rail safety benefits and allow ERH and its customers to maximise the opportunities presented by its location on the Inland Rail Corridor.

ERH is an integral part of the offering at the Nexus Industrial Precinct (Nexus). Located 10km north of Albury's CBD, Nexus is a 450ha site zoned to support 24/7 large or heavy industrial development. Spanning the Hume Freeway and the main Melbourne – Sydney rail corridor, Nexus is ideally placed to enable new and existing large scale industrial business operations to access capital city markets and their respective ports.

In order to meet the transport and energy requirements of existing Nexus tenants and drive future private investment and jobs, a range of infrastructure works have been identified as being critical including:

- augmentation of the city's water and sewer network to service the long term needs of tenants (underway);
- upgrades to electricity supply capacity (complete);
- installation of roundabouts at key intersections (partly completed);
- extension of the rail siding servicing the intermodal hub;
- provision of NBN back haul into the precinct (underway);
- reticulation of natural gas supply throughout the precinct;
- creation of southern ramps at the Davey Road interchange on the Hume Freeway;
- Stage 1 subdivision works to ensure fully serviced land parcels are investment ready and available to the market (almost complete).



NSW Government funding support for the development of common or shared enabling infrastructure at ERH and Nexus will unlock the full potential of this highly significant regional manufacturing, transport and logistics hub.

Importantly the NSW Government must recognise that for many southern NSW businesses and producers, infrastructure demand for movement of freight to ports may be to Melbourne rather than Sydney. There has previously been a resistance to invest in road and rail infrastructure which supports or facilitates the movement of goods to the south due to the Government's desire to drive freight into Sydney Port. Infrastructure investment should be based on the needs of business and industry and what is required to ensure their sustained and progressive growth and development and contribution to the regional economy.


Question 30 *Is the NSW Government taking requisite action to advocate for a quality NBN rollout for regional and rural communities?*

AlburyCity has worked closely with both NBN and the local delivery partner Decon in ensuring the NBN rollout is completed in a timely and effective manner with minimal public disruption. AlburyCity wishes to acknowledge the ongoing close support and liaison provided by NBN and Decon through this process, which has to date been relatively trouble free.

During the process of the roll out in Albury however, several service and provisioning issues have come to light, which may benefit from consideration by the NSW Government to ensure quality infrastructure is provided to regional NSW:

- Under current legislation, provisioning of new telecommunications services must be delivered by NBN infrastructure in areas where the NBN roll out has commenced. This has created a myriad of issues, as a typical NBN deployment will take in excess of 12 months from commencement of roll out to 'Ready for Service' status.

Accordingly, any business establishing premises or requiring additional services in a 'declared commenced' area, may be required to wait in excess of 12 months for permanent services to be delivered. It is noted that Telstra may deliver interim wireless telephone services to cover such circumstances, however these would only provide basic telephony and not work with integrated business telephone systems.



This arrangement is far from satisfactory and is unduly impacting business operations in what must be an unintended consequence of the legislation. AlburyCity suggest that discussions between NBNCo, Telstra and all levels of Government consider possible ways in which Telstra could be funded to provide interim fixed line services during these implementation windows.

- AlburyCity has been made aware of issues with service availability and performance issues with NBN services within some pockets of the declared rollout footprint. Following escalation and liaison with NBN technical and community liaison groups, it has been determined that these issues relate to the design of the service, specifically the length of the copper line between the NBN Fibre Node and the customer premises being outside of design specification.


Where the NBN service has been activated in such circumstances, the customer will likely receive less than designated minimum line speeds, service drop outs, or reliability issues. Where the services have been identified as being in this service class, NBN are advising customers that further network refinements are required, and that services will not be available until further notice. There has been no proactive customer notification process, however we are aware the issue is affecting in excess of 100 households in Albury. Whilst we understand a solution addressing this issue has been developed, there is no indication as to when customers can expect a resolution.

AlburyCity suggests it would be worth the NSW Government advocate on behalf of regional NSW by asking NBN Co to consider proactive discussions with these customers, in order to manage expectations and address concerns over timing and resolution of service issues.

Question 32 *What action can the NSW Government take to assist communities to challenge negative perceptions about regional living? Would there be merit in the NSW Government facilitating a trial program to provide professionals with a short-term regional living experience?*

AlburyCity has provided input into the collective submission prepared by the Evocities in response to this question. Please refer to the Evocities submission for detail.

Question 33 *What does research indicate is the best way to support business relocation to regional areas? How can the NSW Government work with regional communities to assist them to market the comparative advantages of living and working in their region.*




For cities such as Albury, private investment is the catalyst to sustainability, growth and economic stability. This is an area where the government has the most leverage.

There are two key elements which can create genuine outcomes in attracting private investment. Firstly, direct financial incentives for relocating or newly establishing businesses in regional areas. It is here where relatively small incentives (in comparison with the investment being made by the private sector) can make a significant and positive long term economic impact in a regional city. This is particularly true for Albury, where already established first-class road, rail and air freight and passenger networks connect businesses to their major markets, both nationally and internationally. Businesses seeking to expand could be assisted and incentivised to move to a regional zone, resulting in freeing up and possible rezoning of valuable metropolitan land. Regional cities would be more sustainable, and the pressures of congestion and housing affordability in Sydney would be relieved. Refer to our response to Q.26 for further information.

This form of financial support continues to be adopted by the Victorian State Government and has greatly assisted Wodonga in building their Logic Industrial Precinct. Financial incentives have worked to entice large scale, significant companies such as XLam Timber Manufacturing, SCT Logistics, the Wodonga TAFE Drive Training Centre and Woolworths Distribution Centre. It has also helped to support the establishment of critical facilities within the precinct such as a Service Centre, a Fatigue Management Centre and Trailer Interchange. This investment has brought a combined 563 ongoing FTE jobs to the region, which will see longstanding economic and social benefits for the community for years to come, as well as attracting future investment.

Greater NSW Government monetary injections to attract large scale industry to regional centers, is proven as a viable and lucrative measure to consider in building Australia's Regional Capital Cities.

Second, ensuring that infrastructure required to enhance the lifestyle offer of regional cities, and maximise business productivity and efficiency, is funded and fast-tracked. The REDS, currently being developed with the assistance of the NSW Government, identifies priority infrastructure requiring investment.



Third, the NSW Government can also play an important role in promoting the competitive advantages of regional locations for businesses. Larger regional centres such as Albury Wodonga have highly enviable advantages including:


- A skilled and stable workforce;
- Available land at a fraction of the cost of metropolitan land prices;
- Median house prices less than a third of those in Sydney;
- Access to major highway and inland rail freight route with container access to 75% of Australia's population within 24 hours;
- Lower cost of operation;
- In excess of 180 passenger flights per week, direct to Sydney, Melbourne, Gold Coast and Brisbane;
- Excellent health, education, entertainment and retail services; and
- Healthy living and lifestyle.

Question 34 *How can the NSW Government encourage and support local Councils to identify regional relocation incentives that work to their individual strengths?*

Albury, together with its neighbouring city of Wodonga, is recognised as Australia's 20th largest city with a combined population of almost 100,000 residents. Moreover, given its unique strategic position along the major freight corridor connecting Melbourne and Sydney, the region will play an important economic role for NSW, Victoria and Australia in the future. However, at the same time, the Albury Wodonga FER also faces a number of unique economic issues such as cross-border complications and regulations for businesses.

To maximise the benefits that could be leveraged from this position, AlburyCity urges the Standing Committee to support the investigation of establishing a Special Economic Zone (SEZ) across the FER that spans across both NSW and Victoria. This would allow a greater level of autonomy for the FER to make adjustments to business and trade laws to drive investment, job creation and more effective administration within the FER.

SEZs provide businesses with incentives to invest in development and infrastructure through the reduction in tax and regulation. This SEZ will effectively expand Albury's economic base and become the regional gateway to Victorian trade. Further, the establishment of an Albury Wodonga SEZ would enable the provision of special incentives and waivers that would drive business and industry attraction and growth into the two cities, overcome cross border constraints on business operations and capitalise on the significant freight and transport infrastructure investment already



made or planned by Australian and State Governments e.g. Hume Highway, Inland Rail Corridor

This opportunity is identified in the Albury Wodonga Two Cities One Community Strategic Plan and Action Plan adopted by both Councils in December 2017. It is also identified in the draft Albury Wodonga REDS.

It is timely that the NSW Government considers opportunities to distribute the burgeoning prosperity and growth of Sydney as a global city through the entirety of the state. Supporting regional cities such as Albury through extended infrastructure investment, business incentives for expansion and relocation as well as recognition of its unique border location will provide authentic positive impacts. There remains significant unrealised capacity in Albury's economy for growth, and considerable benefits for NSW can be attained with policy settings that promote regional development.

For further enquiries or assistance, please contact Ms Tracey Squire, Director Economic Development & Tourism

Yours faithfully,

Frank Zaknich
General Manager