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# AGENDA

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## ECONOMIC DEVELOPMENT COMMITTEE

**02 June 2015**

5.30pm

City of Albany Council Chambers

**CITY OF ALBANY  
COMMUNITY STRATEGIC PLAN (ALBANY 2023)**

**VISION**

Western Australia's most sought after and unique regional city to live, work and visit.

**VALUES**

All Councillors, Staff and Volunteers at the City of Albany will be...

**Focused: on community outcomes**

This means we will listen and pay attention to our community. We will consult widely and set clear direction for action. We will do what we say we will do to ensure that if it's good for Albany, we get it done.

**United: by working and learning together**

This means we will work as a team, sharing knowledge and skills. We will build strong relationships internally and externally through effective communication. We will support people to help them reach their full potential by encouraging loyalty, trust, innovation and high performance.

**Accountable: for our actions**

This means we will act professionally using resources responsibly; (people, skills and physical assets as well as money). We will be fair and consistent when allocating these resources and look for opportunities to work jointly with other directorates and with our partners. We will commit to a culture of continuous improvement.

**Proud: of our people and our community**

This means we will earn respect and build trust between ourselves, and the residents of Albany through the honesty of what we say and do and in what we achieve together. We will be transparent in our decision making and committed to serving the diverse needs of the community while recognising we can't be all things to all people.

## TERMS OF REFERENCE

**(1) Function:**

The Economic Development Committee is responsible for:

- (a) Considering and recommending to Council ways to strengthen the local Albany economy; and
- (b) Delivering the following Smart, Prosperous and Growing Objectives contained in the City of Albany Strategic Plan:
  - (i) To foster links between education, training and employment that support economic development.
  - (ii) To strengthen our region's economic based.
  - (iii) To develop and promote Albany as a unique and sought after visitor destination.

**(2) It will achieve this by:**

- (a) Developing policies and strategies;
- (b) Establishing ways to measure progress;
- (c) Receiving progress reports;
- (d) Considering officer advice;
- (e) Debating topical issues;
- (f) Providing advice on effective ways to engage and report progress to the Community; and
- (g) Making recommendations to Council.

**(3) Chairperson:** Councillor Hammond (Chair), Mayor Wellington (Deputy Chair)

**(4) Membership:** All Elected Members

**(5) Meeting Schedule:** As required

**(6) Meeting Location:** Council Chambers

**(7) Executive Officers:** General Manger Business and Economic Development

**(8) Delegated Authority:** The Committee does not have delegated authority from Council.

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**1. DECLARATION OF OPENING**

**2. PRAYER AND ACKNOWLEDGEMENT OF TRADITIONAL LAND OWNERS**

*“Heavenly Father, we thank you for the peace and beauty of this area. Direct and prosper the deliberations of this Council for the advancement of the City and the welfare of its people. Amen.”*

*“We would like to acknowledge the Noongar people who are the Traditional Custodians of the Land.*

*We would also like to pay respect to Elders both past and present”.*

**3. RECORD OF APOLOGIES AND LEAVE OF ABSENCE**

**Councillors:**

Mayor	Mayor D Wellington (Deputy Chair)
Member	R Hammond (Chair)
Member	G Stocks
Member	V Calleja, JP
Member	J Price
Member	A Hortin, JP
Member	C Dowling
Member	R Sutton
Member	S Bowles

**Staff:**

Chief Executive Officer	G Foster
General Manager Business and Economic Development	D Lee
Manager Tourism Development and Services	M Bird
Minutes	V Webster

**Apologies:**

**4. DISCLOSURES OF INTEREST**

<b>Name</b>	<b>Committee/Report Item Number</b>	<b>Nature of Interest</b>

**5. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE**

**6. PUBLIC QUESTION TIME**

**7. PETITIONS AND DEPUTATIONS**

**8. CONFIRMATION OF MINUTES**

**MOTION**

**VOTING REQUIREMENT: SIMPLE MAJORITY**

**THAT the minutes of the Economic Development Committee Meeting held on 17 March 2015, as previously distributed, be CONFIRMED as a true and accurate record of proceedings.**

**9. PRESENTATIONS**

The General Manager of Business and Economic Development to present an update Status Report on City of Albany Economic Development Strategy 2013-2017

The General Manager of Business and Economic Development to present an update on the National Anzac Centre

**10. UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS**

**11. OFFICER REPORTS**

**ED023: ALBANY VISITOR CENTRE – OPERATIONAL AND PERFORMANCE REVIEW TERMS OF REFERENCE**

<b>Land Description</b>	: Albany Visitor Centre, Albany, Western Australia
<b>Proponent</b>	: City of Albany
<b>Owner</b>	: City of Albany
<b>Business Entity Name</b>	: Albany Visitor Centre
<b>Attachments</b>	: Terms of Reference Albany Visitor Centre Review April 2015.
<b>Report Prepared by</b>	: General Manager Business & Economic Development (D Lee)
<b>Responsible Officer</b>	: General Manager Business & Economic Development (D Lee)

**Responsible Officer's Signature:**



**STRATEGIC IMPLICATIONS**

1. This item relates to the following elements of the City of Albany Strategic Community Plan 2023 and Corporate Business Plan 2014-2018:
  - a. **Key Themes:**
    1. Smart Prosperous and Growing
  - b. **Strategic Objectives:**
    - 1.2 To strengthen our region's economic base.
    - 1.3 To develop and promote Albany as a unique and sought after visitor destination
  - c. **Strategic Initiatives:**
    - 1.2.1 CBD revitalisation.
    - 1.3.2 Promote the Albany region as a sought after and iconic tourism destination

**In Brief:**

- At the request of Council, the Chief Executive Officer has directed that a review of the Albany Visitor Centre (AVC) is made to assess alignment with industry best practice and identify opportunities for optimising financial performance in the delivery of services to satisfy contemporary visitor expectations (the Project).
- Terms of reference for this project are provided for review and approval.

**RECOMMENDATION**

**ED023: RESPONSIBLE OFFICER RECOMMENDATION**

**THAT Council APPROVE the terms of reference for the operational and performance review of the Albany Visitor Centre.**

## BACKGROUND

2. The Albany Visitor Centre (AVC) provides an important welcoming and information service for visitors and residents to Albany. It operates 7 days per week and is open every day except Christmas Day.
3. The AVC plays an important economic development role promoting visitation to the Albany region, introducing and booking customers to local businesses (both tourism and non tourism) and delivering a positive experience for visitors by providing high levels of friendly and professional service.
4. The City of Albany recognises the significance of the tourism sector in its local economy and the importance of visitor servicing in supporting demand.
5. Prior to, and during, the City's management of the AVC, operating revenues achieved through the sales of services and retail products have been insufficient to offset operating costs; and the City has provided subsidy funding in each year of operations.
6. To fulfil its charter and accountability to the community, the City must periodically review business practices within each area of its activities to ensure it is - to the greatest extent possible - operating at, or close to, industry best practice, and the expenditure of stakeholders' funds is optimised.
7. With fresh insights to the Western Australian visitor centre sector available through the Haeberlin Report, the City has been provided with a benchmark for best practice and may now consider opportunities for reviewing the sustainable financial operation of the AVC.
8. At the request of Council, the Chief Executive Officer has directed that a review of the Albany Visitor Centre is made to assess alignment with industry best practice and identify opportunities for optimising financial performance in the delivery of services to satisfy contemporary visitor expectations.

## DISCUSSION

9. The General Manager Business and Economic Development prepared the Terms of Reference – Albany Visitor Centre Review 1 April 2015 (TOR) for Council review and input. See full report Attachment 1.
10. This TOR report was distributed to all Councillors on 13 April and requested Councillor review and initial input by 17 April.
11. The TOR is now submitted for formal review and approval by Council via the Council's Economic Development Committee.
12. The objectives of the review are;
  - a. *“to critically evaluate the nature and range of services provided by AVC and their congruence with the contemporary expectations of visitors,*
  - b. *to objectively establish the financial performance of each of the revenue generating activities: i.e., retail sales, accommodation booking sales, tour sales and advertising sales,*
  - c. *to identify positive changes to the operating model to align with industry best practice, and*
  - d. *to recommend an optimal operational and financial model - inclusive of resourcing - for the continued, sustainable operation of AVC.”*



13. The scope of the Project “*will solely consider and make recommendations based on analysis of the current and recent past performance of the AVC. This will be accomplished through reference to CoA financial and related reports, the Haeberlin Report and consultation with identified stakeholders The Project will not consider the potential impacts or benefits of closure or a transition in management responsibility for the AVC to a third party*”.
14. The target benefits of the of the Project “*are to identify an optimal model for sustainable operation of the AVC and to ensure that the nature and delivery of services are best aligned with the contemporary expectations of visitors to Albany in keeping with strategic action 1.3: ‘To develop and promote Albany as a unique and sought-after visitor destination.’*”

**GOVERNMENT & PUBLIC CONSULTATION**

15. Both internal and external stakeholders will be consulted during the Project. Internally, these will include executive officers of the CoA and staff of the AVC.
16. Principal external stakeholders whose views will be sought are current and past AVC managers, Tourism Western Australia, Tourism Council Western Australia, Haeberlin Consulting, and key AVC clients.

**STATUTORY IMPLICATIONS**

17. Nil

**POLICY IMPLICATIONS**

18. Nil

**RISK IDENTIFICATION & MITIGATION**

19. The risk identification and categorisation relies on the City’s Enterprise Risk Management Framework.

<b>Risk</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Analysis</b>	<b>Mitigation</b>
<i>Financial. Without regular review there is financial risk that the effectiveness of City funds are not optimised.</i>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<i>Conduct regular reviews of City business unit and operations.</i>

**FINANCIAL IMPLICATIONS**

20. The Review is to assess alignment with industry best practice and identify opportunities for optimising financial performance in the delivery of services to satisfy contemporary visitor expectations.

**LEGAL IMPLICATIONS**

21. Nil

**ENVIRONMENTAL CONSIDERATIONS**

22. Nil

**ALTERNATE OPTIONS**

23. The options are:
- To alter the terms of reference.
  - Not approve the review.

**SUMMARY CONCLUSION**

24. The terms of reference for this Project are provided for Economic Development Committee review and recommendation to Council for approval.

<b>Consulted References</b>	:	City of Albany Community Strategic Plan – Albany 2023 City of Albany Corporate Business Plan 2014-2018 City of Albany Economic Development Strategy 2013-2017 Haeberlin Consulting Report, the Future of Visitor Centres in WA 2014
<b>File Number (Name of Ward)</b>	:	Fredrickstown Ward
<b>Previous Reference</b>	:	Nil

12. **NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF THE COMMITTEE**
13. **MEETING CLOSED TO PUBLIC**
14. **NEXT MEETING DATE - 7 July 2015**
15. **CLOSURE OF MEETING**

## Status Report on City of Albany Economic Development Strategy 2013-2017 May 2015

### OBJECTIVE 1 STRENGTHEN AND DIVERSIFY OUR ECONOMIC BASE

#### Regional Strategic Initiatives

<b>1.2 Prioritise the construction of a 4/5 star hotel at the waterfront and the sale and development of the Esplanade Hotel Sites are the number 1 and 2 tourism infrastructure projects to be realised. Ensure these are incorporated in the Regional Blueprint.</b>	
<b>Status: Open</b>	
Update	Landcorp presented a project update on Middleton Beach and Waterfront Marina hotel sites at Great Southern Future Forum event. City of Albany invited Landcorp participation as a conference organizing partner. The City's capacity to significantly influence this hotel investment remains limited however we will continue to act in support of these initiatives.

<b>1.3 Invite Austrade, Trade Start and WA Department of Development to send representatives to full day Economic Development Futures Forum to identify opportunities and provide direction for Regional ED.</b>	
<b>Status: Completed</b>	
Update	City of Albany partnered with ACCI, GSDC, RDA GS and Small Business Centre GS to stage the Futures Forum Great Southern event held at AEC on Friday 27 March 2015. Full day event comprising 13 speakers across a range of economic development opportunity topics for the GS. City contribution was to cover costs of supplying presenter Sasha Lennon on subject of Creative Industries plus financial sponsorship of \$5,000. Event attracted 144 attendees and feedback on event has been positive. Plan is to stage second event in 2016.

<b>1.5 Development of a sub regional tourism strategy for the Lower Great Southern that addresses the establishment of a Local Tourism Organisation to represent our unique sub region.</b>	
<b>Status: Active</b>	
Update	City provided input to the preparation of the ASW coordinated GS regional marketing plan.

### OBJECTIVE 2 TO FOSTER LINKS BETWEEN EDUCATION TRAINING AND EMPLOYMENT THAT SUPPORT OUR ECONOMIC GROWTH AND DEVELOPMENT.

#### City Strategic Initiatives to become a Learning City

<b>1.10 Investigate aviation training opportunities that could be provided by the Albany Regional Airport.</b>	
<b>Status: Open</b>	
Update	Invited local General Aviation (GA) representatives to discuss future use of new GA building. Local flying school representatives attended and discussed future expansion plans. This feedback to be incorporated into GA building design.

#### Central Business District (CBD) Revitalisation

<b>1.13 Develop a City Centre Precinct Plan and business case that drives City centre revitalisation and investment from the public and private sectors.</b>	
<b>Status: Active</b>	
Update	Activation of City CBD places and facilities continues. AVC coordinated cruise ship welcome program including local market stalls and tour operators at Town Square for 5 cruise ship visits in March. Strong Easter program of Town Hall and Square events delivered. Successful Federal Government funding application notification received re relocation of Visitor Centre to York Street.

### OBJECTIVE 3 DEVELOP AND PROMOTE ALBANY AS A SOUGHT AFTER VISITOR DESTINATION

#### Tourism Planning and Partnerships

1.22 Develop a City of Albany Tourism Strategy and work in partnership on specific tourism related marketing initiatives with Denmark and Plantagenet Shires to increase visitors to the Lower Great Southern. Status: Active	
Update	<p>City coordinating regional self drive visitor map guide covering GS region highlighting visitor, food and wine experiences and products. City currently compiling product information sourced from regional neighbours including Hidden Treasures, Porongurup Promotions, Denmark Tourism, Denmark Chamber of Commerce, Shires of Denmark and Plantagenet. Project part funded by GSDC.</p> <p>City promoted "Amazing Albany &amp; Great Southern" at the Perth Caravan and Camping Show. City coordinated stand in partnership with regional neighbours Tree Top Walk and Denmark Chamber of Commerce and Industry.</p> <p>Partnered with Taste GS to host travel and food media over Taste GS event.</p> <p>City attended CMCA Murray Bridge Rally event promoting the CMCA Albany October event.</p>

#### Tourism Events

1.23 Identify and secure events to Albany that has the ability to generate significant economic impact and align with our community strategic plan and build on our natural advantages and our Brand. Status: Active	
Update	<p>CMCA – City officers attended CMCA Murray Bridge event in late April and promoted Albany event 26 Oct-1 Nov 2015. Regional communication with LGA neighbours and tourism groups re details of event undertaken. Planning for Albany event continues with reps from W&amp;S and BED addressing logistics, marketing and contractual fulfillment.</p> <p>Clipper – event organiser has advised dates, estimated arrival window in Albany 22-26 Nov 2015, race restart Tuesday 1 Dec. Initial local stakeholder meeting held. Meetings with Clipper event organisers undertaken.</p> <p>3x3 Basketball Qualifying Rounds – event held on 14 March at ALAC. 52 teams (5pax per team) participated which is lower than expected. Event debrief with organisers planned so will provide more detailed report once received.</p>

#### Tourism Coastal Assets

1.26 Develop our coastal camping reserves to a standard that attracts recreational camping visitations whilst protecting the natural environment and market these assets as part of the City of Albany's existing holiday planner and visitor website. Status: Active	
Update	<p>City Camping Grounds working group met and discussed current initiatives.</p> <p>City also coordinated "Camping in the Great Southern" regional meeting to discuss opportunities and challenges in managing and promoting camping in the GS. Strong LGA presence at meeting. TWA has advised significant funding opportunity for camping infrastructure in the GS, City to play key regional coordination role.</p> <p>City promoted "Amazing Albany &amp; Great Southern" at the Perth Caravan and Camping Show. City coordinated stand in partnership with regional neighbours Tree Top Walk and Denmark Chamber of Commerce and Industry.</p>