



MINUTES

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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13.	MEETING CLOSED TO PUBLIC	
14.	NEXT MEETING DATE	
15.	CLOSURE OF MEETING	

1. **DECLARATION OF OPENING** – The Chair declared the meeting open at 5.30pm.

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	J Price
Member	A Hortin, JP
Member	C Dowling
Member	R Sutton
Member	S Bowles

Staff:

General Manager Business and Economic Development	D Lee
Minutes	V Webster

Apologies:

Member	V Calleja, JP
Chief Executive Officer	G Foster

4. **DISCLOSURES OF INTEREST:** Nil
5. **RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE:** Nil
6. **PUBLIC QUESTION TIME:** Nil
7. **PETITIONS AND DEPUTATIONS:** Nil
8. **CONFIRMATION OF MINUTES**

RESOLUTION

MOVED: MAYOR WELLINGTON
SECONDED: COUNCILLOR PRICE

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.

CARRIED 8-0

9. PRESENTATIONS

The General Manager of Business and Economic Development discussed the updated Status Report on City of Albany Economic Development Strategy 2013-2017 (attachment 2)

The General Manager of Business and Economic Development presented an update on the National Anzac Centre (attachment 3)

10. UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS Nil.

11. OFFICER REPORTS

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

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

**MOVED: COUNCILLOR PRICE
SECONDED: MAYOR WELLINGTON**

THAT the Responsible Officer Recommendation be ADOPTED.

CARRIED 8-0

ED023: RESPONSIBLE OFFICER RECOMMENDATION

THAT Council APPROVE the terms and 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 Haerberlin 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.

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
<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.

Consulted References	:	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
File Number (Name of Ward)	:	Fredrickstown Ward
Previous Reference	:	Nil

12. **NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF THE COMMITTEE:** Nil
13. **MEETING CLOSED TO PUBLIC:** Not applicable
14. **NEXT MEETING DATE:** 7 July 2015 @ 6.15pm
15. **CLOSURE OF MEETING** – There being no further business the Chair declared the meeting closed at 5.46pm.

(Unconfirmed Minutes)

Councillor R Hammond
CHAIR



ATTACHMENTS

Economic Development Committee Meeting

02 June 2015

5.30pm

City of Albany Council Chambers

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Attachment	Report No.	Description	Page No.
A	ED	Economic Development Committee	
		Status Report on City of Albany Economic Development Strategy 2013-2017	
		National Anzac Centre Update	
	ED023	Terms of Reference Albany Visitor Centre Review April 2015	

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

OBJECTIVE 1 STRENGTHEN AND DIVERSIFY OUR ECONOMIC BASE

Regional Strategic Initiatives

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.	
Status: Open	
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.

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.	
Status: Completed	
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.

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.	
Status: Active	
Update	City provided input to the preparation of the ASW coordinated GS regional marketing plan.

1.7 Establish a Regional Education working group and prepare a feasibility study into the development of a Science and Technology Park and Regional University as the number one and two Regional Economic Priorities.	
Status: Active	
Notes	Feasibility Study working group established for Science and Technology Park (Innovations Park). City's Planning directorate have engaged consultant Neil Ryan to further evaluate the Innovations Park concept and the development of a related knowledge precinct.

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

1.10 Investigate aviation training opportunities that could be provided by the Albany Regional Airport.	
Status: Open	
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

1.13 Develop a City Centre Precinct Plan and business case that drives City centre revitalisation and investment from the public and private sectors.	
Status: Active	
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 & 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><u>CMCA</u> – 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&S and BED addressing logistics, marketing and contractual fulfillment.</p> <p><u>Clipper</u> – 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><u>3x3 Basketball Qualifying Rounds</u> – 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 & 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>

NATIONAL ANZAC CENTRE

Economic Development Committee Update



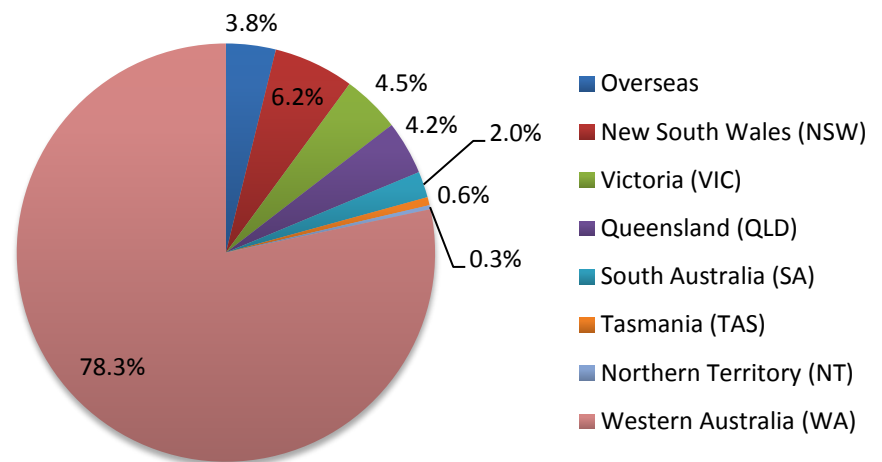
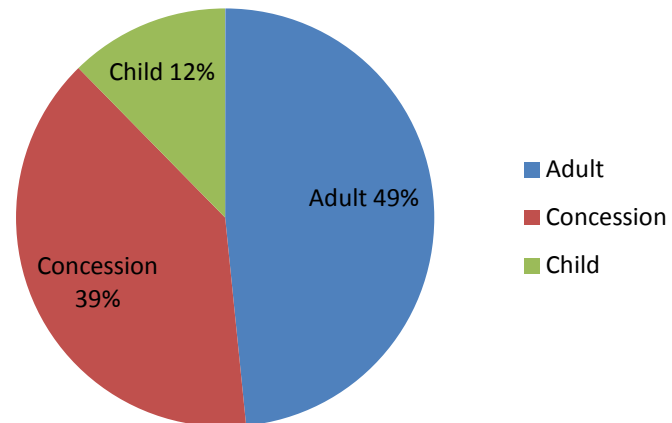
NATIONAL
ANZAC
CENTRE



NATIONAL ANZAC CENTRE

Economic Development Committee Update

- Visitation to 31 May is 57,755
- GHD year 1 annual visitation projections ranged between 16,185 and 36,657
- TWA year 1 visitation projection was 47,500
- CoA year 1 visitation projection is 69,204
- Gate revenue to 31 March = \$1,101,508 vs EOFY budget of \$816,436 (135% of Target)
- Retail revenue = \$325,478 vs EOFY budget of \$182,283 (179% of Target)
- Sponsorship value of \$106,496 secured against a budget of \$100,000 (106% of Target)
- The composition and origin of visitors is shown in the adjacent charts.



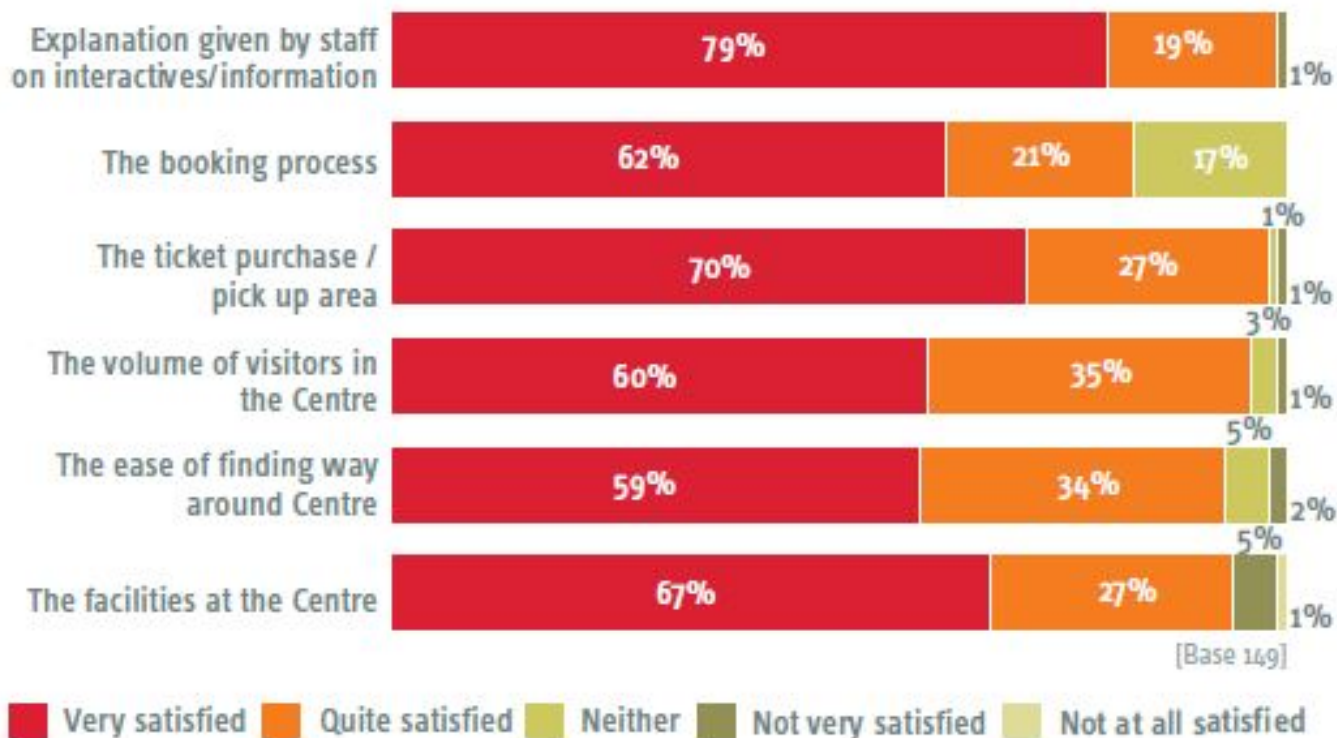
Highlights

- 18% of survey respondents stated that NAC was the main reason they had visited Albany, and 34% said that the Centre was one of the reasons they visited Albany.
- Visitation to other Great Southern Attractions is up 11% (average) YoY

NATIONAL ANZAC CENTRE

Economic Development Committee Update

Response to the visit elements of the National Anzac Centre



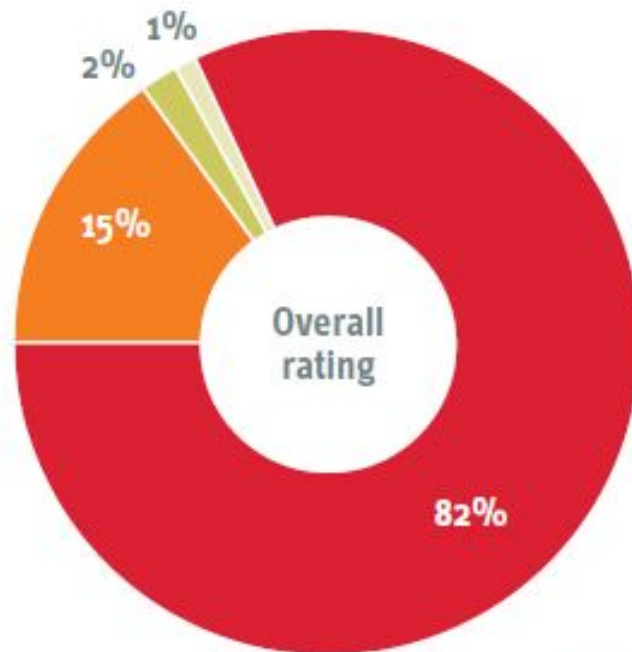
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NATIONAL ANZAC CENTRE

Economic Development Committee Update

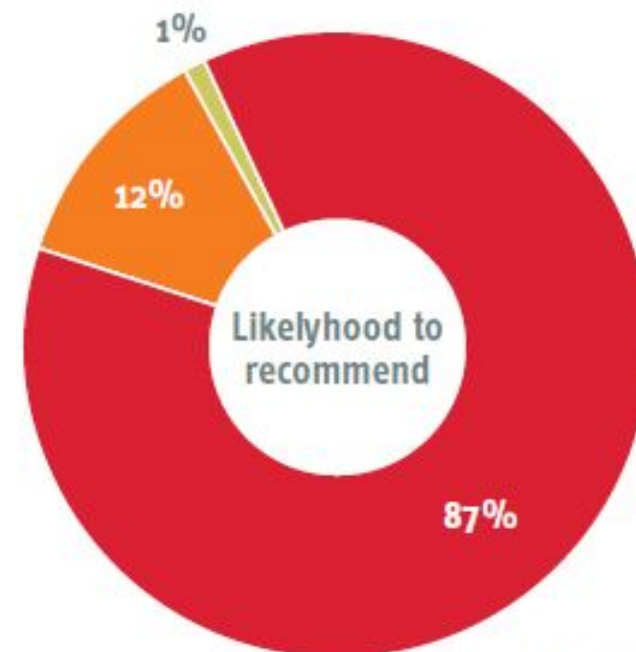
National Anzac Centre rating



[Base 149]



Likelihood to recommend



[Base 149]



NATIONAL
ANZAC
CENTRE





Terms of Reference Albany Visitor Centre Review

Prepared by: Dean M Lee

Date: 1 April 2015

Project Title

Operational and Performance Review of Albany Visitor Centre

Project Purpose

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.

Background

The Albany Visitor Centre (AVC) was established in the 1960s to perform the visitor service function within the tourism development trilogy of product development, destination marketing, and visitor service. The City of Albany became involved in operations around 2003/4 and assumed full operational control of the AVC in 2011.

Tourism is the fourth largest industry in Albany in terms of Regional GDP, and the City's entry to visitor centre management was predicated on its recognition of both the significance of this industry sector and the strategic opportunity it provides to serve economic development objectives. This view has subsequently been substantiated in strategic planning work undertaken by the City, Great Southern Development Commission and Regional Development Australia.

Since opening, the AVC has undergone a series of changes in management, whilst its processes and deliverables have remained largely unchanged: i.e., visitor information services, accommodation and tour booking sales, tourism promotion and retail sales. Causal in each of the management transitions has been the challenge of achieving and maintaining a sustainable financial business model.

In 2013, Tourism Western Australia engaged Haeberlin Consulting to undertake a comprehensive review of visitor centres within Western Australia. The purpose of this review was to identify key factors for success and operational modalities consistent with efficient operation in response to changes in visitor expectations and behaviour coincident with transformations in the tourism industry related to the advent and growing dominance of web-based platforms for the delivery of booking services and tourism information. The resultant 'The Future of Visitor Centres in WA' report - hereafter referred to as the Haeberlin Report - was publically released in August 2014.

Project Rationale

The CoA recognises the significance of the tourism sector in its local economy and the importance of visitor servicing in supporting demand.

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.

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.

With fresh insights to the Western Australian visitor centre sector available through the Haerberlin 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.

Project Objectives

The objectives of the Project are:

1. to critically evaluate the nature and range of services provided by AVC and their congruence with the contemporary expectations of visitors
2. 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
3. to identify positive changes to the operating model to align with industry best practice
4. to recommend an optimal operational and financial model - inclusive of resourcing - for the continued, sustainable operation of AVC

Project Constraints

The Project will be undertaken utilising the internal resource of the General Manager Business and Economic Development (GMBED). This is not an exclusive resource as the GMBED holds additional, competing responsibilities.

The future operation of the AVC is to be consistent with the City's Community Strategic Plan. The Centre's operations are included within Strategic Objective One: to be 'Smart Prosperous and Growing', and more specifically, in action item 1.3 'To develop and promote

Albany as a unique and sought-after visitor destination.’ The provision of visitor servicing must consequently be maintained as an essential function in delivering growth and development of Albany’s tourism industry, and its economy.

Project Principles

The Project will be undertaken objectively with no preconceived outcome or hypotheses to be tested or proven. It will consider both quantitative and qualitative information including the views of relevant stakeholders. In analysis, development of conclusions and making recommendations, objective framing will be adopted and maintained.

Governance and Authority

The Council of the CoA has directed the CEO to undertake the Project. The CEO has delegated this task to the GMBED who holds executive management responsibility for the AVC. The GMBED will undertake the Project on behalf of the CEO and report his findings to the CEO. Once satisfied with the deliverables produced through the Project, the CEO will cause this information to be reported to Council.

Identified Project Stakeholders

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. As a formal review can cause a degree of employee uncertainty, it is imperative that staff of the AVC is fully briefed as to the nature and intent of the review prior to, and throughout, the Project process.

Principal external stakeholders whose views will be sought are:

- Current and past AVC managers
- Tourism Western Australia
- Tourism Council Western Australia
- Haeberlin Consulting
- Key AVC clients

Scope

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 imposts or benefits of closure or a transition in management responsibility for the AVC to a third party.

Target Project Benefits

The anticipated benefits 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.’

Resource Requirement

The Project is being undertaken utilising internal resources of the CoA. No dedicated budget is required to undertake the Project.

Reference Documents

- City of Albany Community Strategic Plan: Albany 2023
- City of Albany Corporate Business Plan 2014-2018
- City of Albany Economic Development Strategy 2013-2017
- City of Albany internal Financial Reports
- Haeberlin Consulting Report, ‘The Future of Visitor Centres in WA’ 2014

Timing

	Action	Deliverable	Effort	Due	Comment
1	CEO instructs GMBED to prepare terms of reference for the review of the Albany Visitor Centre	Terms of reference	4 hours	7 April 15	To be provided to Council by the CEO for review and acceptance.
2	Brief Staff of AVC	N/A	1 hour	13 April 15	GMBED on leave until 12 April 15
3	The GMBED undertakes preliminary activities to observe the operations of the AVC, review and analyse the Haeberlin Report, financial and business plans of the AVC and confer with identified stakeholders.	Summary of preliminary findings	40 hours	15 May 15	Not a formal report to the CEO or Council. Due date subject to acceptance date of TORs by Council
4	Prepare draft report of findings and present to EMT and CEO for consideration and direction.	Draft report	20 hours	1 June 15	At the direction of the CEO the draft report may be circulated to other stakeholders including Councillors. Should this occur, additional time may be allowed for Councillors to consider and provide feedback.
5	Prepare final report and supporting presentation materials	Final report	8 hours	12 June 15	Subject to the above review of the draft report, presentation of the final report may be extended.