

City of Albany Economic Development Strategy

2013 - 2017



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1.0 Executive Summary:

Albany is a vibrant coastal community of 34,000 people and the commercial heart of the Great Southern. It is the only City located along the south coast of the State and is one of the largest cities in regional Western Australia. The region rates highly in terms of overall live ability with most of the conveniences of city living yet surrounded by an amazing natural environment only minutes drive in any direction.

Albany is also the place of first European settlement and continues to impress visitors with its magnificent natural harbors and coastline. This strong sense of history continues today with fine examples of heritage buildings, a lively cultural centre hosting the annual PIAF (Great Southern Festival), as well as offering a warm and welcoming modern country town atmosphere.

Albany has a strong connection to the Anzac story being the departing port City of the Gallipoli campaign of 1914 and the site of the first ever Dawn service in April 2016. Recent infrastructure upgrades and developments to the City's Mt Clarence and Mt Adelaide sites will create a legacy for heritage tourism for generations to come.

Surrounding Albany are some of Australia's most impressive National Parks and spectacular coastlines with large numbers of nature based enthusiasts attracted to the clean and fresh environs each year. The region is also renowned for its organically grown produce, award winning wines, and a burgeoning gourmet foodie scene that drives the highly successful Taste Great Southern annual festival.

Nestled between the clean and clear waters of the Great Southern Ocean and the impressive backdrop of both the Stirling and Porongurup mountain ranges, Albany remains green year round courtesy of consistent rainfall and sunshine. The region boasts significant natural biodiversity with impressive home gardens, parks and reserves. Its 18 wind turbines also maintain the City's green credentials producing 80% of Albany's electricity needs with clean renewable energy.

Albany offers a safe and friendly country town setting and a strong sense of local community supported by a range of quality facilities and services. These include the newly opened \$170m Health Campus, the impressive Albany Entertainment Centre, the Albany Leisure and Aquatic Centre with supporting range of first class sporting and recreation facilities, quality educational opportunities and important economic infrastructure of the Albany Port and Albany Regional Airport.

Albany possesses many natural and built advantages when considered within a state, national and global context and it is now considered timely to realize the significant potential of the region.

Reflecting this, the City of Albany's vision is to be Western Australia's most sought after and unique Regional City to live, work and visit.

The City's Community Strategic Plan – Albany 2023 has identified 5 key themes for the City to focus upon. "Smart, prosperous and growing" is one of these key themes and forms the platform from which the City's Economic Development Strategy is derived.

These themes are supported by a number of strategic objectives from which strategic initiatives will be developed. The three key strategic objectives are:

- **Strategic Objective 1** **To strengthen and diversify our economic base.**
- **Strategic Objective 2** **To foster links between education training and employment that support our economic growth and development.**
- **Strategic Objective 3** **To develop and promote Albany as a unique and sought after visitor destination.**

Each of these objectives have their own strategies for the appropriately identified departments within the City to action as well required deliverables that will be measured on an annual basis.

The degree to which the City can be effective in addressing strategies within these three key focus areas is dependent on its ability to **take a leadership role with key regional stakeholders**; to think and act **in both visionary and strategic terms** and to develop a unique **destination/regional brand(s)** for recognized industry sectors and to target appropriate market segments.

Higher level **Strategic Regional Priorities** have been identified in this document to address effectiveness in achieving regional economic outcomes whilst **City of Albany Strategic Initiatives** have been identified that benefit the City of Albany more directly.

To achieve these economic outcomes it will be necessary to address a number of challenges that impact Albany's regional economic prosperity some of which local government may have little to no control. The goal of this strategy is to identify and implement initiatives that the Council can directly and jointly influence and thereby create an attractive local environment for economic growth.

A review of available recent demographic and research data reveals Albany faces issues ranging from youth disengagement; a low proportion of tertiary trained residents, outward migration of youth, limited professional career opportunities and a growing sea change and ageing population. The lower socio-economic profile of its workforce also poses considerable threat to Albany's long term community sustainability.

Nonetheless, Albany's infrastructure capacity, its natural environment and rich heritage compared to other regional cities provides a strong foundation from which to build a sustainable economic future.

Finally the City of Albany's economic development potential is linked to International trends and influences. It is imperative therefore that a regional approach to economic development takes into account international trends and influences and how it can leverage its regional natural advantage.

2.0 Guiding Principles

This Economic Development Strategy is built upon the following key principles;

Principle One:

Council acknowledges that economic development is part of the City of Albany's core business and is undertaken for the wellbeing of the local community as a whole. All things should link directly to improving the overall wellbeing of the Albany community.

Principle Two:

Albany is the major commercial centre for the Great Southern and Southern Coastal regions of the State. The economic health of these wider regions also underpins the economic health of the City of Albany.

Principle Three:

Economic development is a broad pursuit that interlinks numerous industry sectors and for a destination should not be viewed in isolation. A number of the issues affecting economic development for the region are beyond the control of the City of Albany alone and there must be a cooperative approach between all levels of local government, private industry, state and regional organisations in order to be effective.

Principle Four:

The focus of economic development should be on the growth of wealth per capita, equity and quality of life rather than simple growth in population or income for a few.

3.0 Methodology

This report has adopted the following five step process in determining the Economic Development priorities for the City of Albany:

- Identify the role of the City of Albany in Economic Development.
- Identify the global trends and influences relevant to our region.
- Identify our regional economic competitiveness and advantages.
- Identify our regional economic challenges.
- Develop strategies and priorities that take into account the global opportunities, build on regional competitiveness and aim to improve on our regional challenges.

3.1 Role of the City

The City of Albany has a key role to play in economic development, but has varying degrees of influence to lead, promote and coordinate the drivers of economic growth. Although Albany Local Government Australia centric, this Strategy adopts a regional focus and strives to leverage opportunities with its partners wherever possible. In short, what is good for the region is good for Albany and vice versa and it is not possible to isolate the economy of Albany from the surrounding region.

Economic development is typically measured in terms of gross regional product (GRP). Persons in the Great Southern Region have a GRP of \$63,782 per annum which is 15% lower than the South West Regions GRP. The Great Southern economy is more heavily dependent on lower value agricultural production and is less diversified overall than that of the South West. This then is the challenge for those charged with influencing economic development within the region.

This Economic Development Strategy has been developed as a result of the City of Albany's Integrated Planning Framework which also includes the City of Albany's;

- **Community Strategic Plan – Albany 2023**
- **Corporate Plan 2013-2017.**

True economic development requires a whole of organisation approach with all City of Albany departments focused upon economic development objectives. The City of Albany is currently very active in the advocacy and delivery of major infrastructure projects for the region and is currently performing a similar role to that of a metropolitan redevelopment authority in this regard with its **Major Projects** team. (See *N:\ICORP.COMM.SERVICE\Community_Services\Economic_Development\Major Projects 2013*).

The role of the City of Albany's **Planning Directorate** is considered essential in creating opportunities rather than challenges to economic development through land use policy and the reduction in barriers to investment.

The Community Services Directorate has a major role to play in achieving economic development outcomes for the city and the region through the management of infrastructure such as the Albany Airport and through visitor destination servicing and the attraction and funding of significant events.

Ideally the City of Albany's Economic Development Strategy would be developed within the context of and complementary to the Great Southern Development Commission (GSDC) broader Regional Economic Plan and the Regional Development Australia (RDA) Great Southern Regional Plan.

Within the region more generally there has been a perceived lack of leadership and responsibility for the non achievement of the Great Southern's potential and in some circles blame for the lack of economic progress has been attributed to government at all levels.

Whilst it is true that decision makers have a role to play in the degree to which the region's economy has diversified and grown it is also a reflection of the global economic climate particularly the increased value of the Australian dollar in recent years which has impacted on major developments.

The reality is however that vision, leadership and coordinated actions are required from all the key stakeholders in each industry sector to change our fortunes.

“Until a change in perception from glass half empty to glass half full is affected and there is a collective commitment to combine energy and resources to achieve a regional vision the Great Southern and the City of Albany is unlikely to reach its full potential”

Minister for Regional Development and Lands 2012.

Going forward it is imperative that the City of Albany engages cooperatively with the GSDC, RDA Great Southern and key business and government departments in developing and aligning its Economic Development objectives so they are complimentary to the region and to those adopted by state and national policy makers.

This report recognizes that responsibility for regional economic development in Australia is shared across all three tiers of government and that partnerships are critical to successful regional economic development efforts.

3.2 Global Trends and Influences Relevant to our Region

In November 2012 the Department of Regional Development and Lands presented The Regional Centers Futures Forum. As a result of this forum the following information is considered relevant in influencing the future Economic Development Strategy for the City of Albany.

Key Findings

- Regional economic development strategies must be developed with an understanding of global trends and influences and the identified local (regional) competitive advantages.
 - Whilst the growing Perth metropolitan region will remain a key market for Great Southern industries, products and services identifying and realising opportunities beyond the State borders should be a key focus of regional economic growth.
 - The global context with the most relevance to Australia over the next twenty years is that Asia will not only be the most populous region in the world, it will be the biggest economic zone, the biggest consumption zone and the home to the majority of the world's middle class. On a state level Western Australia shares the same time zone as 60% of the world's population and China, India, Indonesia, Malaysia and Singapore represent the greatest opportunities for economic growth of the twenty-first century.
 - By the year 2030 there are expected to be over three billion people in the middle income bracket in the Asia Pacific region. The significance of this is that this dramatic rise in middle class purchasing power is the increased demand and change in consumption.
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- Increased demand for protein, for refined foods, for wine, for tourism, nature based experiences and a massive new appetite for consumer goods and health and education services.

The challenge for Albany and the Great Southern is to maximize the opportunities that this growing middle class and its change in demand and consumption requires by strategically matching the natural regional competitive advantages to this demand and distinguishing our products (branding) and services from our competitors.

Both the federal and state governments have major roles to play in developing international markets via agencies like Austrade (Wine Australia / Trade Start) and through the West Australian Department of State Development.

The Regional Development Commission role is to increase the economic prosperity of this region whilst Regional Development Australia has a key role to play with regional infrastructure funding. The City of Albany's effectiveness in the economic development space is directly linked to its ability to work with, influence and align its strategies to the regional plans and leverage funding and support from existing national and state funded programs.

Key Points

- The Great Southern is currently one of only 16 internationally recognised quality wine regions in Australia and one of only two in this state. Source Wine Australia.
 - China is now ranked first and represents 30% (and growing) of the Western Australia Wine Export market.
 - China is ranked second and growing for agricultural produce and has a growing need for animal proteins (meat and dairy) whilst still being a large consumer of grain products and wool.
 - Chinese visitations to Western Australia have grown 24% over the last three years with annual growth this year of 13% despite only being 4.1% of the Total Western Australia Visitor Spend.
 - Singapore (11.9%), Malaysia (11.5%), and Indonesia (4.8%) and China together make up 32.3% of all Western Australia visitors spend.
 - Chinese Visitors on average spend \$5,066 the largest of any international visitor; India is ranked second at \$4,228; Malaysia third at \$3,618 and Indonesia fourth at \$3,218.
 - China has been Western Australia's largest market for international education students since 2004 at 20% of the total market with India (14% and declining) and Malaysia (9%).
 - Australia is facing strong competition from United States of America, England and China for Indian students and Hong Kong and Singapore are seeking to establish themselves as major regional hubs for international students.
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3.3 Situational Analysis of Regional Competitiveness

Regional Development Australia via Insight ID has identified the 560 local government localities and 55 regional areas in Australia and measured and ranked them based on their economic competitiveness against 10 key themes.

3.3.1 Key Findings City of Albany Regional Competitiveness

The City of Albany performed strongly in the following theme areas.

- Ranked 118th for Infrastructure and Essential Services:
 - with a ranking of 19th for Technical Education
 - 37th for Port and
 - 56th for aviation infrastructure
 - Since these results were developed the State Government has also opened a \$170 million health campus

***Note:** despite performing much lower for Tertiary Education Facilities the City of Albany does host an external campus of The University of Western Australia.*

- Ranked 120th for Natural Resources
 - ranked 37th for access to coastal parks
 - ranked 99th for access to national parks
 - ranked 54th for timber production
 - ranked 104th for commercial fishing and aquaculture
- Ranked 182nd for Human Capital
 - Ranked 74th for a technically qualified workforce
 - Ranked 192nd for tertiary qualified workforce

3.3.2 Key Findings Great Southern Regional Competitiveness

- Ranked 10th of 55 regions for Natural Resources and is comparative with the City of Albany's ranking.
- Ranked 14th of 55 for business sophistication. This is in contrast to the City of Albany which ranked 321 of 560. Due largely to a lack of large employers.
- Ranked 15th of 55 for Labor Market Efficiency, this is also in contrast to the City of Albany which ranked 342nd of 560 due to a high proportion of welfare dependent and aged persons (21.2%) and a lack of skilled labor (only 27% of workforce).

3.3.3 City of Albany natural advantages

The Albany Baseline Study (UWA, 2013) performed a range of interviews with local Albany business and community stakeholders combined with a detailed analysis of available Australian Bureau of Statistics socio economic and demographic data. From this work three major themes have been identified that clearly highlight Albany's points of difference and areas for leveraging economic development opportunity.

Environment

- Pleasant climate and unique topography offers great lifestyle particularly in natural and historical amenity, making it a popular sea/tree-change and tourism destination, particularly for intrastate visitations.
- Affordable housing and relatively even income distribution making the South Coast an attractive sea/tree change destination for residents of Perth metropolitan region.
- Surrounding environment of Albany provides instant practical context for students of specialised courses of agriculture, natural resource management, environmental and related studies, as well as other studies related to rural environments (health, education and adventure tourism).
- Clean, green, organic, slow food, sustainable food and wine production potential and opportunities.
- Pristine marine and native bush environment, as well as diversity in flora, fauna, is supported by generally strong environmental sentiment for natural resource management.
- Natural resource features (wind, water, wave, timber) make Albany a natural location for various renewable energy and resource programs, contributing National Clean Energy Council's targets. Strong foundations to develop 'green' industries, such as renewable resources and carbon farming, which fit well with competitive advantage in natural resource management and nature-based tourism.
- Well-placed to service future world food shortages, with competitive advantage in agriculture, aquaculture and timber.

Regional Centre & Infrastructure

- Largest urban centre of the region with good range of public and private amenity (health campus, schools, police, shopping, entertainment centre, port, etc), a reflection of strong non-residential investment.
 - Good service infrastructure (port, airport, education, health, police, shopping, entertainment complex).
 - Well-developed schedule of arts, festivals and events, reflection of strong arts and music culture.
 - Well developed and internationally recognised wine production region with well developed brand awareness particularly in Asia.
 - Strong sense of community and place.
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- Attracts relatively high proportion of intra-state and inter-state visitors relative to Perth, as well as overseas (slightly less than Perth).
- Major university presence outside of Perth.
- Well placed to facilitate research for range of government/private organisations in areas of agriculture, natural resource management, environmental and related studies, as well as other studies related to rural environments (health, education).

Historic & Cultural Advantages

- Only location outside of Perth to attract Perth International Arts Festival (PIAF).
 - Strong historic connection with crucial role played in indigenous, military and settlement history.
 - Strong ANZAC connection with Albany a major focal point for ANZAC Centenary Commemorations commencing November 2014.
 - Diverse and nationally-significant heritage including indigenous, military, first settlers, whaling, maritime, car racing. Significant destination to intra-state and inter-state tourists also attracts international visitors. Potential to better leverage sporting and natural resource tourism.
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4.0 Albany Regional challenges

The Albany Baseline Study identified the following challenges that relate directly to the economic development of the City of Albany.

4.1 Industry Challenges Identified:

- Main industries are fishing, farming and tourism. The first two are highly subject to environmental conditions and commodity prices; all are subject to exchange rate fluctuations.

Strategy Focus: Planning scheme amendments and Albany Local Planning Strategy-2010 to recognise the importance of protecting valuable agricultural land and that encourages business innovation and ways to achieve financial sustainability.

Economic development initiatives that assist in research and development of value added agricultural industries and marketing and brand development that promote quality produce.

Develop a Visitor Destination Development Strategy as a key priority of the City of Albany's Economic Development Plan.

- Lack of structured activities and quality accommodation for tourists.
Strategy Focus: City has a key role to play to improve tourism experiences and accommodation working with stakeholders such as the Tourism Council WA and Landcorp.

- Limited walk-ability and cycle-ability.
Strategy Focus: The City of Albany to develop an effective Cycling and Trails strategies.

- Lack of vibrant town centre and diversity of leisure/entertainment activities
Strategy Focus: Central Business District (CBD) revitalization through master planning, place activation programming, and retail trading initiatives with local industry and the Albany Chamber of commerce and Industry.

- Issues with Internet connection and low business web presence.
Strategy Focus: Support Regional Development Australia and Great Southern Development Commission in a regional solution to the opportunities proposed by the National Broadband Network. Be an active partner in the Great Southern Digital Action Plan.

4.2 Environmental Challenges Identified:

- Energy and water capacity constraints to expanding industry and infrastructure.
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Strategy Focus: City of Albany projects and planning strategies to consider sustainable solutions to water shortages and renewable energy sources as well as promoting research and development of industries in this area.

- Protection of valuable agricultural land, pristine marine & bush environment against urban development, given economic importance to future community sustainability.

Strategy Focus: Planning for future population growth to protect and manage natural resources and agricultural land. Urban infill and assessment and protection of biodiversity whilst promoting education and research employment opportunities.

4.3 Socio Economic Challenges Identified:

- Compared to other Southern Western Australian towns, Albany is relatively more disadvantaged socio-economically, particularly in regards to education levels and occupation. It also has generally lower per capita wealth, education and skills than rest of Western Australia, despite having similar regional price index to Perth. There is risk of social polarisation between low and high income earners.
- Lack of diversity in jobs, particularly middle-management upwards. Proportionally lower number of professional occupations (likely to receive higher pay), but higher number of services, sales and laborers (likely to receive lower pay) compared to rest of the State.
- Lack of diversity of educational choice leads to outward migration and inhibits inward migration of younger families. Contributes to dumping-down of the region.
- Lack of a large employer or main industry supported by service industries of a non seasonal nature.

Strategy Focus: A visionary and strategic approach with state and regional partners is required to influence the establishment of a regional university similar to the success of University of New England Armidale in regional New South Wales.

- Lack of housing diversity for more diverse population (e.g. student, apartment, etc).

Strategy Focus: Identify City land and work with UWA and other stakeholders to identify suitable for student housing close to the City centre.

Local planning scheme to address the need for higher density housing in and around the City centre.

- Changing the perception of Albany as a cold and wet destination within the Perth market.

Strategy Focus: Visitor Strategy to develop a Perth campaign to change perception and promote benefits of mild and attractive summers.

5.0 Economic Development Objectives

The development of economic objectives has been formulated into Regional Priorities and City of Albany Priorities having considered:

- community consultation through the Cities Strategic Planning Process
- the city and the regions areas of economic competitiveness
- the challenges faced by the city and region
- understanding that effectiveness in achieving economic outcomes is directly linked to regional leadership and partnerships and limited by a lack of vision and strategic planning

5.1 Strategic Objective One; Strengthen and Diversify our Economic Base

The City of Albany's future depends on its ability to grow both socially and economically and to offer choice to its residents in all aspects of their lives. The City of Albany will use its resources to support increased opportunities by promoting economic activity that strengthen and diversify the regional economic base.

5.1.1 Regional Strategic Initiatives

1.1 Provide input into the Great Southern Development Commissions Regional Economic Blueprint that reflects the City of Albany's regional economic priorities identified in this strategy.	
Timeframe	October / November 2013
Outcome	Regional Economic Blueprint adopted with City of Albany objectives included
Resources	N/A
Officer	Executive Director Community Services

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.	
Timeframe	October / November 2013
Outcome	Regional Economic Blueprint adopted with City of Albany objectives included
Resources	N/A
Officer	Executive Director Community Services

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.	
Timeframe	November 2013
Outcome	Delivery of the Economic Development Futures Forum in partnership with Albany Chamber of Commerce and Industry
Resources	Sponsorship of airfares and accommodation of guest speakers
Officer	Executive Director Community Services / Manager Tourism and Development Services / Albany Chamber of Commerce and Industry

1.4 Prepare a business case for the employment of a Great Southern Regional Trade Start Officer and identify funding partners.	
Timeframe	March 2014 for commencement July 2014
Outcome	Great Southern development Commission to confirm joint funding and accommodation of resource
Resources	Budget \$10,000
Officer	Executive Director Community Services / Manager Tourism and Development Services

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.	
Timeframe	Completed by March 2014
Outcome	Adopted Strategy by three Regional Councils with funding allocated in 2014/15
Resources	Funding previously identified for the establishment of a Local Tourism Organisation \$30,000
Officer	Manager Tourism and Development Services

1.6 Develop a sub regional brand and marketing strategy to promote products services and experiences from the Lower Great Southern in partnership with Denmark and Plantagenet Shires.	
Timeframe	By June 2014
Outcome	Adoption of the brand by the three local government authorities
Resources	External consultant jointly funded by three Local Government Association
Officer	Manager Tourism and Development Services

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.	
Timeframe	November 2013
Outcome	Establishment of terms of reference and membership
Resources	Budget for administration and meeting costs
Officer	Executive Director Planning and Development / Executive Director Community Services

5.2 Strategic Objective Two: To foster links between education training and employment that support our economic growth and development.

5.2.1 City Strategic Initiatives to become a Learning City

A Learning City places innovation and learning at the core of economic development. Broadly defined, a Learning City sustains economic activity through various combinations of individual and institutional learning, innovation and creative uses of information and communication technologies. Stakeholder partnerships are considered essential where learning and knowledge dissemination are at the centre of development.

1.1 Assist the Department of Sport and Recreation to establish the Outdoor Centre of Excellence in Albany	
Timeframe	2014/15
Outcome	Commitment by Department Sport and Recreation to fund and commence program
Resources	Unknown currently
Officer	Manager Tourism and Development Services

1.2 Partner with the Princess Royal Sailing Club and Department of Sport and Recreation to establish links with Singapore with a view to establishing a sailing Centre of Excellence	
Timeframe	2014/15
Outcome	Singaporean Investment and enrolments in sailing education and Princess Royal Sailing Club
Resources	Officer time
Officer	Manager Tourism and Development Services

1.3 Investigate aviation training opportunities that could be provided by the Albany Regional Airport.	
Timeframe	November 2014
Outcome	Formal response from aviation training provided in response to incentives to commence operations from Albany Regional Airport
Resources	Officer time and funds to develop the relationship and show case Albany
Officer	Manager Tourism and Development Services

1.4 Provide funding and input to Regional Development Australia Great Southern in the development of a regional Digital Action Plan	
Timeframe	2013/14
Outcome	Adoption of Great Southern Digital Action Plan
Resources	Funded in 2012/13 Budget
Officer	Manager Tourism and Development Services



1.5 Assist the Great Southern Employment Development Committee in presenting the Inaugural Education Futures Conference in 2013.	
Timeframe	October 2013
Outcome	Delivery of the Education Futures Conference
Resources	\$2200 plus officer time
Officer	Manager Tourism and Development Services

5.2.2 City Strategic Initiative Central Business District (CBD) Revitalisation

The City of Albany's Albany Central Area Master plan 2010 Vision for Albany's Central Area is to become the most vibrant, safe, accessible, livable and commercially successful neighborhood in regional Western Australia. The aim is to create;

- Family, pedestrian and cycle friendly
- a vibrant cultural hub stimulated by attractive inner city residential and historical tourism precincts
- A unique and accessible retail experience.

The successful revitalisation of Albany City centre is considered essential if Albany is to reinforce and grow as the commercial and cultural hub of the Great Southern region. City centre revitalisation includes attracting investment including both upgrades to existing and the building of new commercial and residential mix infrastructure, implementing an effective retail trading policy and working cooperatively with local retailers, and delivering a range of programs and strategies that work to add vibrancy and life to the City of Albany's central area.

2.1 Develop a City Centre Precinct Plan and business case that drives City centre revitalisation and investment from the public and private sectors.	
Timeframe	2014/15
Outcome	Adoption of a precinct plan
Resources	Funding for consultancy in 2014/15 budget \$60,000
Officer	Manager Tourism and Development Services / Executive Director Planning and Development

2.2 Partner with the Albany Chamber of Commerce and Industry and Small Business Association to develop a retail trading strategy that leads to increased vibrancy particularly in light of the looming international and national visitor focus from major events commencing November 2014.	
Timeframe	2013/14
Outcome	Endorsement by retailers and the community of a retail strategy
Resources	Officer time
Officer	Manager Tourism and Development Services

2.3 Investigate a differential rating strategy for the City centre precinct that encourages greater occupancy of retail space.	
Timeframe	2013/14
Outcome	Report on options for Council Consideration
Resources	Officer time
Officer	Executive Director Corporate Services

2.4 Jointly fund the Waterfront Precinct Master Plan Feasibility study to determine solutions to the connectedness and vibrancy of the Water Front to the City centre.	
Timeframe	2013/14
Outcome	Endorsement of Waterfront precinct plan
Resources	\$5,000 in funding for preliminary report
Officer	Manager Tourism and Development Services

2.5 The City Business District working group to develop a priority list of projects that can be implemented to assist in the delivery of Anzac Events in 2014 and beyond and increases place activation and community use of the City centre centered around the Library and Town Hall.	
Timeframe	December 2013
Outcome	Endorsement of projects
Resources	Officer time
Officer	Executive Director Works and Services / Facilitator Strategy and Improvement

2.6 Establish and promote a Free Wi-Fi Zone in the City centre focused around the Albany Regional Library grounds and surrounds.	
Timeframe	October 2013
Outcome	Delivery of free wifi
Resources	IT upgrades
Officer	Manager Cultural and Community Development

5.2.3 Strategic Initiative Develop and promote Albany as a sought after visitor destination

Tourism Infrastructure

The City of Albany is a major contributor to local tourism most visibly via the direct operation/management of the Albany Visitor Centre, the Albany Regional Airport and various visitor attractions including the Princess Royal Fortress. In addition the City of Albany allocates some \$75,000 per annum towards tourism destination development and marketing budget and leverages this amount by working cooperatively with the local industry, Albany Chamber of Commerce and Industry, Australia's South West regional tourism organisation and other government agencies.

3.1 Complete the Albany Regional Airport terminal and runway upgrades prior to 30 June 2014	
Timeframe	30 June 2014
Outcome	Project complete
Resources	Fully funded from Regional Airports Development Scheme (RADS) and Reserves
Officer	Manager Tourism and Development Services

3.2 Complete the Trails and Cycle Strategies and commence the development of infrastructure to a level that the City becomes a nationally and internationally recognized Cycle City and Trails destination capable of hosting events and attracting visitors.	
Timeframe	Cycle Strategy December 2013 Trails Strategy March 2014
Outcome	Adoption of Strategies
Resources	Fully funded in 2013/14 budget
Officer	Manager Recreation Services

3.3 Develop an iconic Heritage and Tourism precinct at Mt Adelaide and Mt Clarence (Albany Heritage Park) and develop and market the visitor experience to an international standard.	
Timeframe	August 2014
Outcome	Adoption of Albany Heritage Park Masterplan and Marketing Strategy
Resources	Funded from ANZAC reserve
Officer	General Manager Albany Heritage Park / Major Projects

Tourism Planning and Partnerships

The Council is also involved in the planning, provision and management of community activities, services and infrastructure that are shared by residents and visitors. These include parks and reserves, roads, water management, pedestrian and streetscape improvements, and public amenities such as toilets, bikeways and parking areas. Council also owns and leases a number of tourist commercial accommodation facilities and attractions and contributes to tourism related initiatives on a project style basis. Council's central role in tourism also includes acting as the consenting authority for most development applications and is responsible for decisions related to land use planning.

3.4 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.	
Timeframe	March 2014
Outcome	Adoption of Strategy
Resources	Internal resources
Officer	Manager Tourism and Development Services

Tourism Events

The staging of major special events has the ability to produce a wide range of significant economic and social benefits for communities and is considered a major promotional tool for successful tourism destination development. Special events increase the opportunities for new expenditure within a host region by attracting visitors to that destination and by also retaining the expenditure of locals who may have spend their leisure dollars elsewhere. Special events should be used to attract visitors during the quieter or shoulder periods of a tourist season to boost demand for local accommodation, tourism and hospitality service providers. A major special event attracts significant number of visitors from outside the region and is more than just a local festival; it must possess substantial drawing power.

3.5 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.	
Timeframe	Ongoing
Outcome	Confirmed events of significance with Economic benefit calculated
Resources	Internal resources plus funding to bid and attract events \$100,000 – \$250,000 per annum in future years
Officer	Executive Director Community Services / Manager Tourism and Development Services

3.6 Take the lead role in the development and delivery of Anzac Centenary Events that maximize the City of Albany's economic outcomes whilst reducing reputational risk from poor visitor experiences. Where possible events and event supporting infrastructure are to leave a legacy.	
Timeframe	2013/14
Outcome	Delivery of a fully funded events Calendar
Resources	External and internal resources and funding from external sources
Officer	Manager Cultural and Community Development

3.7 Develop a new Community Funding and Event Sponsorship Program that encourages community based and significant events to deliver events within the City of Albany.	
Timeframe	July 2013
Outcome	Delivery and review of funding in September / October 2013
Resources	Internal staff resources plus \$135,000 per annum in budget
Officer	Manager Cultural and Community Development

Tourism Coastal Assets

A large number of Albany's competitive advantages relate directly to its natural and built coastal assets. Effective long term strategic planning for its various coastal precincts is considered essential to providing a conducive and attractive investment environment. Without this investment platform it is difficult for government agencies and private sector partners to work together cooperatively and to understand one another's priorities. The City of Albany will show strong local leadership by investigating the planning and development of Middleton Beach precinct that encourages sustainable investment.

3.8 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.	
Timeframe	Ongoing
Outcome	Upgrades to existing reserves with fee paying structure and promotion of locations via holiday planner and website.
Resources	Internal staff and financial resources in 2014/15 budget
Officer	Executive Director Works and Services / Manager Tourism and Development Services

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