



MINUTES

ECONOMIC DEVELOPMENT COMMITTEE

17 March 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 Manager Business and Economic Development
- (8) Delegated Authority:** The Committee does not have delegated authority from Council.

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ATTACHMENTS:

- 1. Functional Activity Structure - Business and Economic Development**
- 2. Status Report on City of Albany Economic Development Strategy 2013-2017**

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**

Mayor Mayor D Wellington (Deputy Chair)

Councillors:

Member	R Hammond (Chair)
Member	A Goode, JP
Member	C Dowling
Member	G Gregson
Member	G Stocks
Member	J Price
Member	R Sutton
Member	S Bowles
Member	V Calleja, JP

Staff:

Deputy Chief Executive Officer	G Adams
General Manager Business and Economic Development Minutes	D Lee V Webster

Apologies:

Member	N Williams (Apology)
Member	B Hollingworth (Apology)
Member	A Hortin, JP (Apology)
Chief Executive Officer	G Foster (Apology)
Manager Tourism Development and Services	M Bird (Apology)

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

VOTING REQUIREMENT: SIMPLE MAJORITY

MOVED: COUNCILLOR BOWLES

SECONDED: COUNCILLOR GREGSON

THAT the minutes of the Economic Development Committee Meeting held on 4 November 2014, as previously distributed, be CONFIRMED as a true and accurate record of proceedings.

CARRIED 9 - 0

9. PRESENTATIONS

The General Manager of Business and Economic Development Dean Lee presented the new Functional Activity Structure for the Business and Economic Development Unit (attachment 1).

The Committee discussed the Status Report (attachment 2).

10. UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS: Nil

11. OFFICER REPORTS

**ED021: REVIEW OF CITY OF ALBANY ECONOMIC DEVELOPMENT
STRATEGY 2013-2017**

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 Theme:** 1. Smart prosperous and growing
 - b. **Strategic Objective:**
 - 1.1 To foster education, training and employment opportunities that support economic development.
 - 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 Initiative:**
 - 1.1.1 Advocate for and support initiatives that lead to education sector and employment growth.
 - 1.2.1 Revitalise and promote the central City area
 - 1.2.2 Strengthen our economy by supporting business innovation and diversity
 - 1.3.1 Encourage, support and deliver significant events that promote our region
 - 1.3.2 Promote the Albany region as a sought after and iconic tourism destination

In Brief:

- The City of Albany's Economic Development Strategy was adopted by Council on 4 October 2013.
- The term of this Strategy is from 2013-2017.
- A mid-term review is timely and appropriate.

RECOMMENDATION

ED021: COMMITTEE RECOMMENDATION

MOVED: COUNCILLOR BOWLES

SECONDED: COUNCILLOR CALLEJA

THAT the Responsible Officer Recommendation be ADOPTED.

CARRIED 9-0

ED021: RESPONSIBLE OFFICER RECOMMENDATION

NOTE that the Chief Executive Officer:

- (1) Has initiated an internal REVIEW of the City of Albany Economic Development Strategy 2013 – 2017; and
- (2) Will REPORT the findings and recommendations to the Economic Development Committee within three months.

BACKGROUND

2. The term of the City of Albany Economic Development Strategy 2013-2017 is five years.
3. Since adoption of the Strategy a number of external and internal changes have occurred that influence the Strategy, its derivative initiatives and means of implementation.
4. It is timely and appropriate for the Strategy to be reviewed to assess its fit with the City's present economic direction and to inform development of a succeeding strategy.

DISCUSSION

5. The pursuit of economic growth through implementation of an economic development strategy has recently gained higher precedence within the City with the creation of a new business and economic development portfolio and the creation of a General Manager with responsibilities for this area of activity.
6. Conduct of a review will interrogate and validate the suitability of the existing Strategy and / or provide recommendations for its modification to reflect changes in the internal and external environment.
7. The review will inform development of the Economic Development Strategy for the succeeding five year period.

GOVERNMENT & PUBLIC CONSULTATION

8. In conducting this review of the Economic Development Strategy 2013-2017, the General Manager Business and Economic Development will consult with key internal and external stakeholders including – but not limited to – Great Southern Development Commission, Regional Development Australia, Albany Chamber of Commerce and Industry and Tourism Western Australia.
9. No Statutory requirement exists to give public notice or invite comment.

STATUTORY IMPLICATIONS

10. There are no statutory implications relating to this item.
11. Voting requirement for this item is **SIMPLE MAJORITY**

POLICY IMPLICATIONS

12. There are no policy implications relating to this item.

RISK IDENTIFICATION & MITIGATION

13. The risk identification and categorisation relies on the City's Enterprise Risk Management Framework.

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Organisational Operations. <i>A non timely review by the appointed officer may result in missed opportunities that have presented post the formulation and adoption of the strategy.</i>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<i>Refer to Economic Development Committee for further review and representation to Council</i>

FINANCIAL IMPLICATIONS

14. No specifically attributable financial implications arise through the conduct of this review.

LEGAL IMPLICATIONS

15. Nil

ENVIRONMENTAL CONSIDERATIONS

16. Nil

ALTERNATE OPTIONS

17. Council may elect to halt the review and adhere to the current City of Albany Economic Development Strategy 2013-2017.
18. Council may elect to direct appointment of an external consultant to conduct a review.

SUMMARY CONCLUSION

19. The term of the City of Albany Economic Development Strategy 2013-2017 was five years.
20. The Strategy is at mid-point in its implementation and a review is timely.
21. The position of General Manager Business and Economic Development is new and it is appropriate that the review is conducted in association with the creation of this position.
22. Conduct of the review will interrogate and validate the appropriateness of the existing strategy and / or provide recommendations for its modification to reflect changes in the internal and external environment.
23. The review will inform development of the economic development strategy for the succeeding five year period.

Consulted References	:	City of Albany Strategic and Community Plan 2023 and Corporate Business Plan 2014-2018.
File Number (Name of Ward)	:	ED.PLA.4 (All Wards)
Previous Reference	:	OCM 26/11/2013 Report ED005

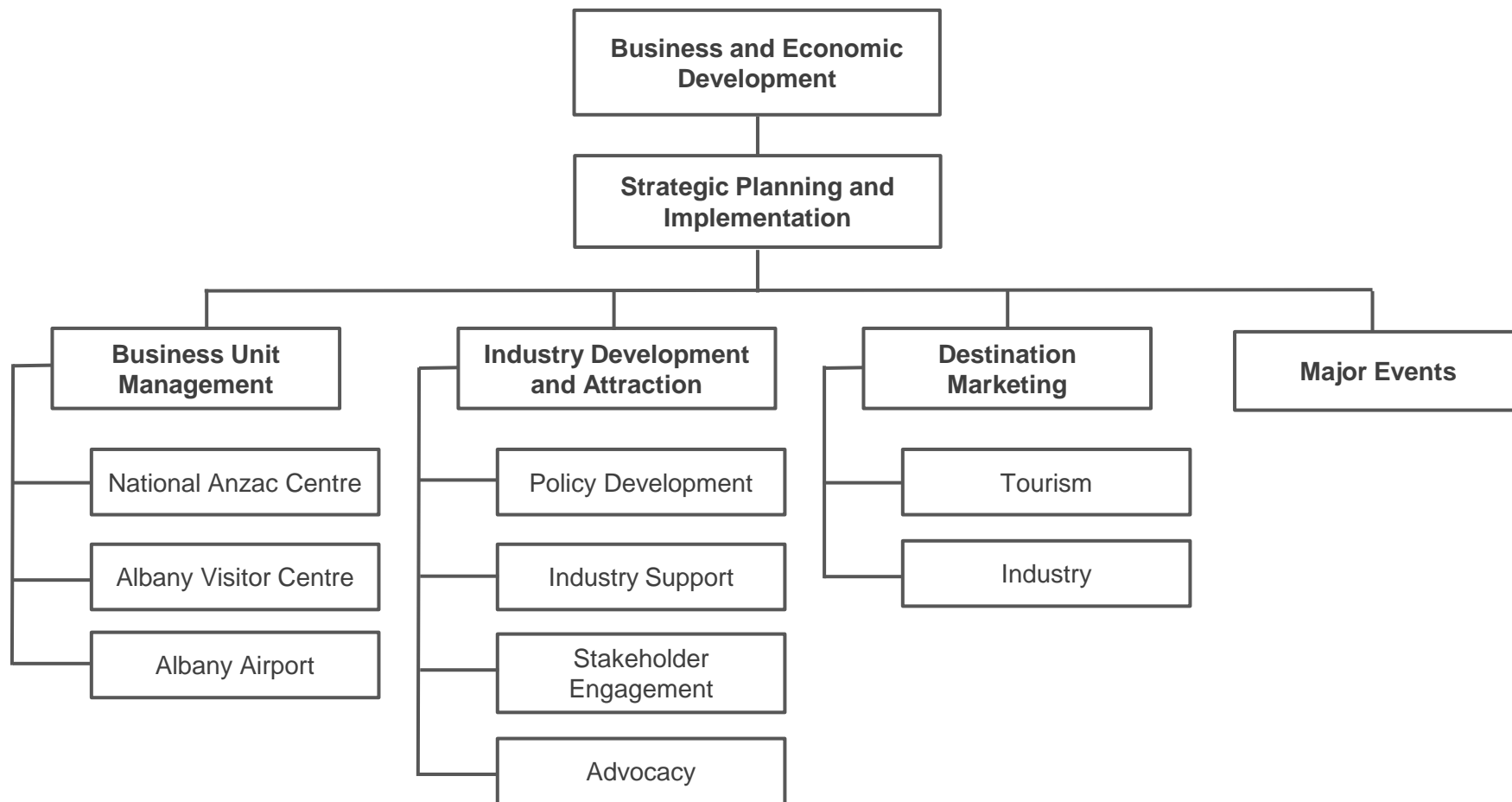
12. **NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF THE COMMITTEE:** Nil
13. **MEETING CLOSED TO PUBLIC:** Not applicable.
14. **NEXT MEETING DATE:** 5.30 pm Tuesday 21 April 2015
15. **CLOSURE OF MEETING:** There being no further business the Chair declared the meeting closed at 6.32pm

(Unconfirmed Minutes)

Councillor R Hammond
CHAIR

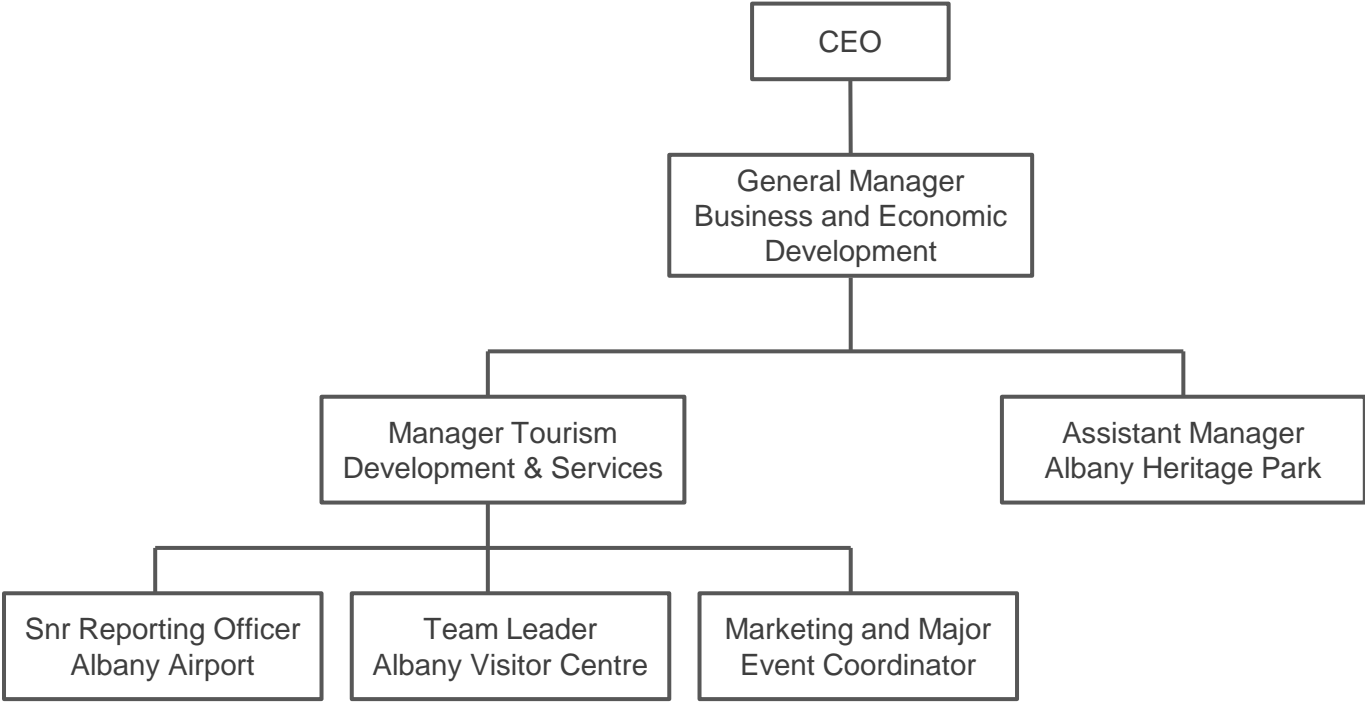
Functional Activity Structure

Business and Economic Development



Current Organisational Structure

Business and Economic Development



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

OBJECTIVE 1 STRENGTHEN AND DIVERSIFY OUR ECONOMIC BASE

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. Status: Complete

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

Notes | Esplanade hotel site; City worked with State Govt to acquire land. City working with Landcorp on Middleton Beach Activity Centre Improvement Plan. Waterfront hotel site; City assisting facilitation of hotel developer with Landcorp.

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: Active

Notes | Albany Futures Forum event scheduled for **Friday 27 March 2015**. City partnering with ACCI, GSDC and RDA.

1.4 Prepare a business case for the employment of a Great Southern Regional Trade Start Officer and identify funding partners. Status: Closed

Notes | Investigated with GSDC however not considered feasible.

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

Notes | Working with GS tourism stakeholders to implement a GS Regional Marketing Plan under auspices of ASW. For implementation in 2015 calendar year. LTO establishment options being assessed by Council.

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. Status: Active

Notes | Working with LGAs of Denmark and Plantagenet to investigate cooperative opportunities. City working with local primary producers re local food economies project across 3 LGAs which includes food produce brand.

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). Engaged consultants to identify potential for education institutions to be part of the Park. A second study seeks to identify areas where industries might expand and consider how the Park might facilitate their expansion. The City is also considering opportunities for expansion of the current UWA campus and for provision of additional student accommodation to facilitate growth of the Albany UWA.

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

1.8 Assist the Department of Sport and Recreation to establish the Outdoor Centre of Excellence in Albany Status: Active	
Notes	DSR working group has finalised GS Centre Outdoor Recreational Excellence (CORE) business and financial plan. Likely implementation in 2015/16.
1.9 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 Status: Open	
Notes	City partnered with DSR and PRSC to host High Performance Manager for Singapore Sailing. No direct outcomes to date however opportunity still exists to investigate in particular Singapore School sailing program and focus upon Camp Quararup.
1.10 Investigate aviation training opportunities that could be provided by the Albany Regional Airport. Status: Open	
Notes	City explored opportunities for permanent training facility with China Southern West Australian Flying College (CSWAFC). Albany would be considered if CSWAFC decide to expand and establish a third WA location.
1.11 Provide funding and input to Regional Development Australia Great Southern in the development of a regional Digital Action Plan. Status: Active	
Notes	Project management with RDA. RDA currently reviewing project TOR and plan to appoint consultant in short term. City remains a funding partner and project stakeholder.
1.12 Assist the Great Southern Employment Development Committee in presenting the Inaugural Education Futures Conference in 2013. Status: Complete	
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	
Notes	Upgrades to Bells, Town Square and Stirling Tce completed. Currently preparing City Centre precinct plan including parking and townscaping.
1.14 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. Status: Open	
1.15 Investigate a differential rating strategy for the City centre precinct that encourages greater occupancy of retail space. Status: Open	
1.16 Jointly fund the Waterfront Precinct Master Plan Feasibility study to determine solutions to the connectedness and vibrancy of the Waterfront to the City centre. Status: Active	
Notes	Stage1 Pre- Master Plan Brief report completed. Land area currently being divested by City to WAM. Next step is preparation of Conservation Plan and then Master Plan.
1.17 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. Status: Complete	
1.18 Establish and promote a Free Wi-Fi Zone in the City centre focused around the Albany Regional Library grounds and surrounds. Status: Complete	

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

Tourism Infrastructure

1.19 Complete the Albany Regional Airport terminal and runway upgrades prior to 30 June 2014. Status: Complete

1.20 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. Status: Active

Notes	Trails strategy in final draft. Cycle strategy completed and entering implementation.
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1.21 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. Status: Complete

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

Notes	City's Destination Development Business Plan being implemented. Discussions between 3 LGAs are ongoing.
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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

Notes	Major event attraction has been a major fillip for the local economy. Completed hosting of Clipper 2013, Anzac Albany, National Cross Country Championships, RES program. Secured future events CMCA, Clipper 2015, 3x3 Basketball, Gymnastics Championships.
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1.24 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. Status: Complete

1.25 Develop a new Community Funding and Event Sponsorship Program that encourages community based and significant events to deliver events within the City of Albany. Status: Complete

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

Notes	Camping Grounds working group. Camp host trial program implemented. Increased marketing targeting this visitor type.
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