



Australian Government



Bicentenary Strategic Plan

ALBANY 2026: The Dawn of WA

October 2022

DRAFT



Naming Statement

In 2019, The City of Albany and the Menang Noongar community embarked upon the *Restoring Menang Noongar Place Names* project to “preserve and reawaken local language through place naming”. Research undertaken during this project indicated that there are many Menang place names that have been recorded as referring to the Albany area. These include but are not limited to:

King-ya-nup	Kinncinnup
King-gou-rup	Kinjarling
Kincannup	Kin-gil-yilling
Ken-yellup	Ken-Gortch

Albany is often referred to as Kinjarling. However during the *Restoring Menang Noongar Place Names* project no agreement was reached by the Menang community on a preferred Menang name for the City. Noting this, this report does not preference a Menang name for Albany.

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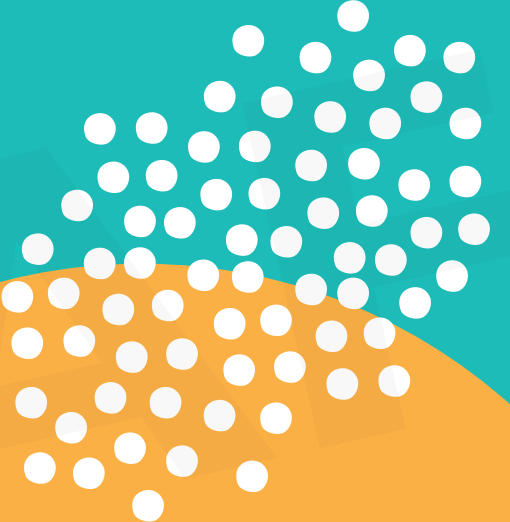
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Prepared by

element.
the art and science of place

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Albany is situated on the south coast of Western Australia in Menang Country, where the Traditional Custodians, the Menang people of the Noongar Nation, have occupied the land since time immemorial.

The City of Albany respectfully acknowledges the Menang Noongar people as the Traditional Custodians of the land and waters known as Albany, and pays respect to Elders past and present.

Noongar Recognition Statement

*Noonakoort moort nitja burranginge noongar boodja
Noonakoort moort kwomba
Djinunge nitja mungarrt – koorah
Noonakoort moort yirra yarkinje kwomba noongar boodja
Koorah – nitja – boordahwan
Noonakoort moort yarkinje noongar boodja
Nyidiung koorah barmenje noonakoort moort
Wierrnbirt domberrinje
Noonakoort moort koort boodja
Nitja gnulla moorditj karl boodja*

*All our Noongar people stand here on Noongar land.
Past, present and future.
We stand strong on our land.
The mungart tree symbolises our strength and survival.
All of our people stand firm on our land.
Our people are here to stay – we will always be.*

We, the Noongar people, are the traditional owners of South West Western Australia, and have been since before time immemorial. As the First Peoples of South West Western Australia, we continue to practise the laws and customs of our culture. Through this culture, we continue to hold rights, responsibilities and obligations in relation to our people, traditional lands and waters.

We, the Noongar people, are the largest single Aboriginal cultural bloc on the Australian continent. We belong to one of the oldest surviving living cultures on this earth. As a people, we have a common ancestral language, and a similar history and spirituality. We know that our traditional country is south and west of a line that stretches from Geraldton in the north to Cape Arid in the South-East, and that the spirit of this place can never be conquered.

Noongar culture, spirit and economy have always depended on the resources of Noongar boodja. Families still return to the Biddi (paths) of our ancestors. Our people continue to refer to natural landmarks, especially hills and waterways when describing which families belong to different areas of Noongar boodja. Although barriers may exist, it is still in our hearts, in our blood, it is still our country.

Our living culture, which is long and continuing in this part of the world, begins with Noongar people. This is the opportunity for all Western Australians to experience the ancient tradition of respect, relationships and reciprocity with Noongar people. We have survived.

Cited from Noongar (Koorah, Nitja, Boordahwan) (Past, Present, Future) Recognition Act, 2016. Government of Western Australia.

Vision statement

Showcase Albany by reflecting honestly on our past, celebrating our community today and creating a future where anything is possible.

Mission statement

Advance Albany as a nationally significant cultural capital by showcasing and involving its diverse and unique people, Aboriginal culture, environment and produce, to recognise our shared past and look forward to our future.

The events, programs and products will support tourism and provide significant social and economic development and benefits to the Albany community.

This will be done through the Albany Approach: Menang First, co-designed and co-decided with the Albany community.



1. Executive Summary

In 2026 Albany will host Western Australia's first Bicentenary.

Albany was the first place where Menang Noongar and British commenced living together on the western side of Australia. Albany became the gateway for the economic and social development of the land that would become known as Western Australia.

The Bicentenary is an opportunity to tell the story of this place. From the ancient Menang Noongar history to the arrival of other cultures, Albany's strategic importance as the site of the first port in WA, the City's connection to the Anzac story and other moments through time have developed the thriving multicultural community we see today.

As Western Australia's first Bicentenary, the City of Albany is committed to ensuring our Bicentenary commemorations and celebrations are co-designed and co-decided with the community, with Reconciliation at the centre.

Working together with our Menang Elders, we are prioritising elevating

local Menang Noongar culture. It is central to our planning for this occasion and representative of the Menang First approach. Taking this approach enables our whole community to reflect authentically on Albany's deep history, celebrate the thriving, multicultural community it has become and establish a strong foundation for Albany's future.

Place anniversaries such as these have not previously provided an avenue to acknowledge the complex histories which have been the experience of our nation.

When cultures collide and are forced to find ways through these experiences, it affects every aspect of our community. It is important that this is acknowledged

and is a key component of the story that must be told in the lead up to, and as part of Albany 2026.

Offering an open platform for everyone to be involved is a key pillar in the City's planning for the 2026 Bicentenary.

Unlike place anniversaries throughout history, 2026 will not mark a specific date or action of history, but will be curated to reflect the journey through time which has produced the thriving community we know today – allowing a space for all components of that history to be told, upheld and celebrated.

The City of Albany, with support from Menang Noongar Elders, local, regional,

Federal and State partners, and the community of Albany have facilitated the preparation of this Strategic Plan to guide the operational planning phases in the lead up to and during the Bicentenary.

From March to October 2022, the Bicentenary Project Team engaged with the community using multiple methods and tools to envision possibilities, develop ideas, and contribute to the early planning phases of this significant opportunity for Albany.

Over 1,000 ideas were generated across multiple engagements. Opportunities identified included small scale local events and commemorative items, through to legacy focused initiatives and significant events that will attract national and international audiences. Albany and Western Australia will be on show as a place that recognises and acknowledges its deep Menang Noongar history, celebrates all cultures and pursues unity. Our

community-developed vision for this Bicentenary is to *Showcase Albany by reflecting honestly on our past, celebrating our community today and creating a future where anything is possible.*

Leveraging the vision, a number of topic areas (pillars) emerged as important to the community, and these underpin the ideas generated from the engagement.

With such a significant number of ideas to consider, the development of selection criteria forms a central tool to refine the areas in which the City and its partners will focus its efforts. A renewed Bicentenary governance structure will play a central role in ensuring an integrated and collaborative approach to the operational planning and delivery phases.

The inclusion of Ambassadors, Local Champions, Menang Noongar Advisory Group, a dedicated youth group and

Menang Noongar culture and history	What makes Albany unique	Acknowledging what could be improved
Historical events and locations	Who, and what, are residents proud of	What future do residents want for Albany
Past Albany residents and their way of life	Albany's diverse community	Living together in harmony

Bicentenary volunteers provides a bottom up and fully representative approach that is fundamental to ensuring the vision is realised.

Key initiatives proposed by the community and stakeholders are for a whole year of events and activities.

Through the community engagement, there was a clear recognition that the arrival of Europeans to Menang Country is not cause for celebration for everyone in our community.

As such, the Bicentenary will focus on a year of activity that is sensitively curated to tell the history of place and people associated with the community we now know as Albany, from the deep past to recent decades.

We will establish a new foundation as we walk together through 2026 and into a future where anything is possible.

2. Introduction

As a world leading contemporary place anniversary, Albany's Bicentenary will set the benchmark for Reconciliation across WA and Australia.

Albany was the first place in Western Australia where the Menang Noongar and Europeans commenced living together, sharing knowledge, and building the community we know today.

Working together with our Menang Noongar Elders, we are elevating our Menang Noongar culture, and it is central to our planning for this occasion.

This will enable us as a whole community to reflect authentically on Albany's deep history, celebrate the thriving, multicultural community it has become and establish the foundation for Albany's future.

Albany's Bicentenary is a transformational opportunity at the nexus of economy, culture and creativity, which will create a legacy for the region.

It will act a key driver of future investment and growth, tourism, cultural experience and liveability allowing Albany to realise its potential as the cultural capital of regional Australia.

Albany has a deeply rooted Aboriginal heritage, proud military history, strong music and arts sector, uniquely beautiful and diverse landscapes and coastlines, and historically significant streetscapes and architecture.

This Bicentenary Strategic Plan (herein referred to as the 'The Plan') has been prepared by Element Advisory (element) in collaboration with the City of Albany and acts as a blueprint for decision making and guidance in the lead up to the 2026 Bicentenary.

The Plan is intended as a guide only with built in flexibility for the City to adapt where necessary as more updated and relevant information comes to light over the upcoming three years of planning.

Concurrent to the preparation of this Strategic Plan, Paramount Projects was contracted to undertake direct engagement with Albany's Menang* Noongar Reference Group and community. A separate report was prepared and where relevant key dialogue, engagement findings and recommendations have been included within this report.

A recurring view expressed by the Menang community is that the Bicentenary presents an opportunity to show Australia and the world that Menang people are strong, resilient and dedicated to the continued preservation and protection of culture, land and language.

2.1 Objectives

Objectives for the Bicentenary Strategic Plan are a set of goals that communicate what the community has identified as important for the delivery of a successful Bicentenary.

The following 10 objectives should be regularly referred to as this project moves forward:

- Accurately reflect the ideas, goals and aspirations of the community – for the community, by the community.
- Present a strong vision for 2026, which considers comparative advantage and unifies sectors towards a common goal.
- Create opportunities to increase the visibility and preservation of Menang Noongar culture.
- Recognise community diversity, respond to challenges and ensure equitable access.
- Develop curatorial themes to inform implementation and marketing.
- Identify opportunities for development of legacy assets which reflect the community's aspirations and provide lasting benefits to the community.
- Complement the City of Albany's pursuit of holistic development towards becoming recognised as the cultural capital of regional Australia.
- Identify opportunities for a year-long marketing and destination program, including 'flagship' programs across sectors which support the financial response.
- Consider Albany's broader context and integrate learnings from comparable bicentenaries to challenge the brief of place anniversaries in contemporary Australia.
- Leave a legacy through consolidating Albany's reputation as the birthplace of the state of Western Australia.

* Note that the name and spelling 'Menang' has widespread use and is used here. The name has also been recorded in various other ways including Mineng, Minang, Mirnong and Meananger.

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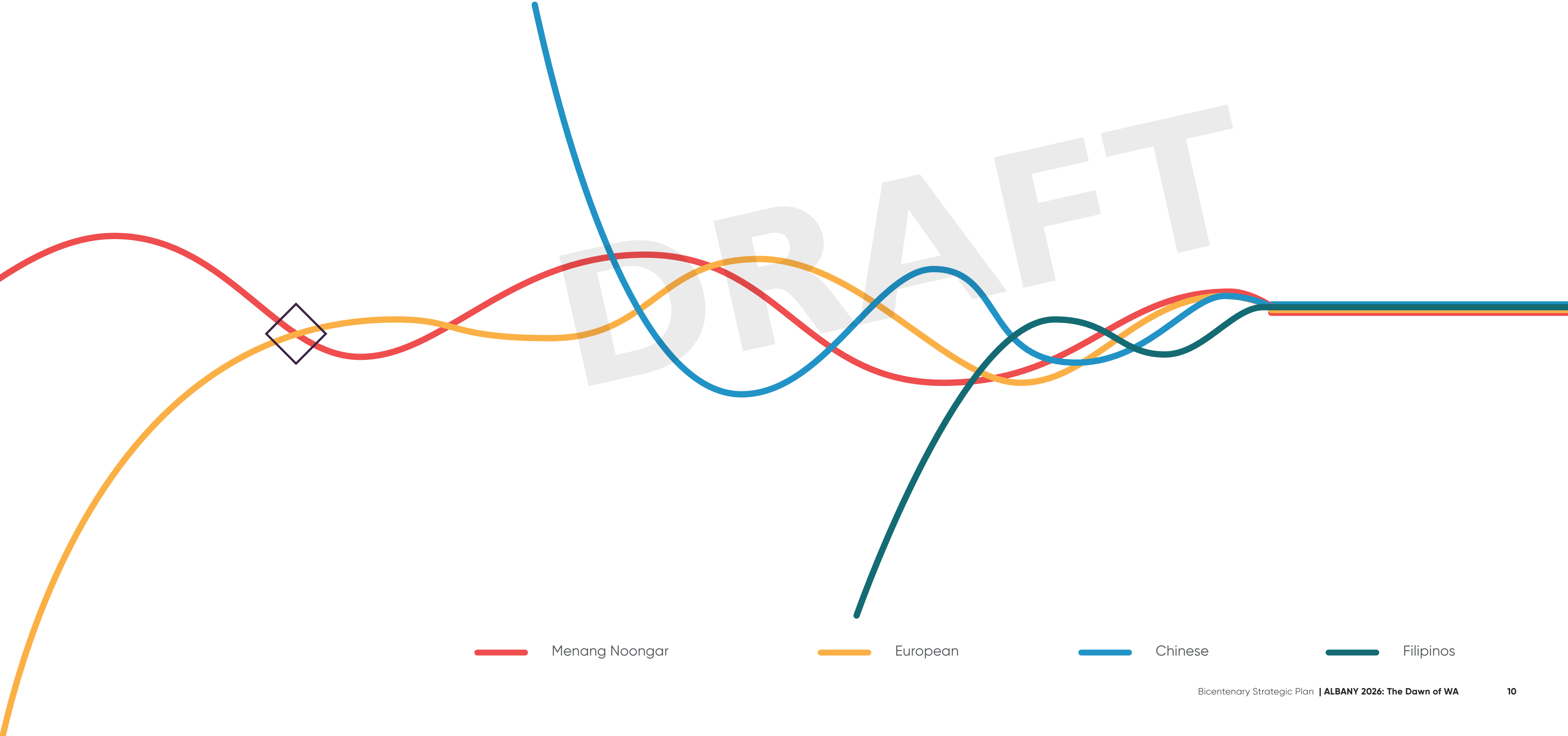
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2.2 Our stories

We have adopted the overarching narrative of 'Our stories' to highlight the whole of community approach to this Bicentenary campaign. 'Our stories' acknowledge, that Albany has a past that extends beyond just 200 years. It has existed for millennia to the Menang and continues to the present day.

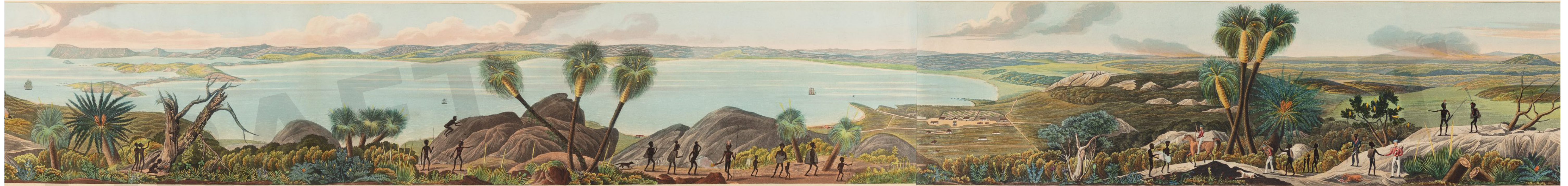
Along that journey, Albany has welcomed many different cultures and peoples to the town, who have each brought rich layers of cultural and social character that are woven into the fabric and identity of modern Albany.

The following diagram m is a sample representation of the many different cultures living in Albany over time. There are many ethnicities that have made Albany their home and they should all be celebrated for what they contribute to making Albany a rich and diverse community.



— Menang Noongar
 — European
 — Chinese
 — Filipinos

Building on 'Our stories' the following are moments in time that provide a glimpse into Albany's history and key milestones that have helped to shape this place.



Panoramic View of King George's Sound, part of the Colony of Swan River' painted by Robert Havell in 1834 based on sketches by Robert Dale - Image National Gallery of Victoria.

Menang Noongar

The lands now known as Albany first formed around 45 million years ago when Antarctica separated from Australia forming natural rock formations such as The Natural Bridge and The Gap.

Menang Noongar connection to Country extends back approximately 60,000 years, long before the last Ice Age 10 - 14,000 years ago, when they would have witnessed the rising sea levels and the forming of the islands off the coast of Western Australia.

Exploration

1627	Dutch explorers charted the coastline.
1791	British explorer Commander George Vancouver sailed into the sound on the <i>Discovery</i> and named it after the reigning monarch, King George III.
1801 to 1802	British explorer and cartographer Matthew Flinders arrived aboard the <i>Investigator</i> and stayed at King George Sound from 8 December 1801 to 5 January 1802, exploring the area.
1803	French explorer Nicolas Baudin sailed into King George Sound as part of a scientific expedition, charting the coast and discovering new species of flora and fauna.
1818	Australian born Phillip King visits King George Sound on the <i>Mermaid</i> .
1826	26 October, Frenchman Dumont D'Urville sailed into King George Sound on the <i>L'Astrolabe</i> , staying for eighteen days.

Two Cultures Living Together

1826	26 December, Major Edmund Lockyer on the <i>Brig Amity</i> established a military garrison at King George Sound. Lockyer rescued Aboriginal women from offshore islands, who had been kidnapped by sealers; a positive start to relations between Menang and British.
1827	21 January, formal proclamation of British occupation of King George the Third's Sound. Early inland exploration began, aided by Aboriginal guides including Mokare. Government Farm established at Barmup/Strawberry Hill.
1832	King George Sound renamed to Albany, after the Duke of York and Albany. The settlement became part of the Swan River Colony under Sir James Stirling.

Convicts & Labour

1840s	Economic recession and labour shortage in the Swan River Colony. The British Government agreed to fund the transportation of convicts to the colony.
1851	Ticket-of-leave convicts sent from Fremantle to Albany.
1852 to 1855	Convict Hiring Depot (later Old Convict Gaol) established for imperial convicts transported to Albany as skilled labourers.
1850 to 1881	Expansion of the workforce and local economy, especially agriculture, supported by convict labour.
1873	Old Convict Gaol enlarged for use as a public gaol.



Albany Town and Princess Royal Harbour from Mt Melville c 1880 - Photo Albany History Collection.

The Main Port of Call

1851	Albany declared Western Australia's mail port. A regular overseas service began with the Australian Royal Mail Steam Navigation Company.
1852	First mail ship arrived.
1871	Municipality of Albany gazetted.
1880s to 1890s	Albany became an important port for ships travelling from Europe to the Eastern States and for people travelling to the West Australian gold rush.
1888	Albany's deep water jetty completed.
1889	Great Southern Railway opened, providing transport from Albany to Perth.



American Navy Ships of the Great White Fleet in Princess Royal Harbour 1908 - Photo Albany History Collection.

War and Defence

1885 to 1892	Threat of war between Britain and Russia. Albany's importance as a strategic location recognised, and a defensive position was built.
1893	Albany Forts completed.
1898 to 1902	Boer War troop ships leave from Albany.
1914	The first WWI convoy, carrying ANZAC troops, horses and supplies, departs from Albany to join the Allied forces in Europe and Africa.
1930	Albany reputed to be the home of the first ANZAC dawn service.
1942	Air Raid Precaution divisions set up and Albany Volunteer Defence Corps established.



Cheynes Beach Whaling Station, Albany c 1960 - Photo Albany History Collection.

Whaling

1820s to 1870s	Sealers and whalers operated off the coast of Albany. American whalers had often visited Albany for supplies.
1952	Cheynes Beach Whaling Company established at Frenchman Bay.
1963	Ban on humpback whaling.
1978	Cheynes Beach Whaling Company, the last whaling station in Australia, closed.



A navy parade through Stirling Terrace, Albany c 1918 - Photo State Library of Western Australia 08864PD.

The Road to a City

1871	Municipality of Albany gazetted.
1896	Albany Road District established.
1961	Albany Road District declared Shire and renamed Shire of Albany. Municipality of Albany granted Town status and renamed Town of Albany.
1960s	Passenger flights from Albany to Perth began.
1965	Albany Town Council built new offices and library.
1966	ABC TV began transmission via mast on Mt Clarence.
1977	<i>Brig Amity</i> reproduction built.
1990s	Expansion of tourism.
1998	Shire of Albany and Town of Albany amalgamate to form City of Albany.



Albany Wind Farm - Photo City of Albany.

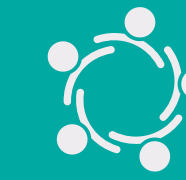
Towards the Bicentenary

2001	Albany Wind Farm commissioned.
2003	City of Albany's Aboriginal Accord signed.
2010	Albany Entertainment Centre opened.
2014	WWI Centenary and Anzac commemorations. National Anzac Centre opened.
2026	Albany Bicentenary.

2.3 Albany Residents Today



With **two-thirds** of the Great Southern region's population living in the **City of Albany**, Albany is the **hub of the region**.



As a **growing regional city**, Albany has **all the facilities and services expected in a major city**, while still having a **strong sense of community** and the **convenience of country living**, making it a **very attractive place to live, work and holiday**.



Construction, Agriculture and Health Care are key industries, with the City's economy playing a vital role in supporting the community.

40,115

People living in the City of Albany



29.7% households have a **mortgage**

45

Median age



19,688 Residents are employed



30,401 eligible voters 18+



24% of the population are **volunteers**



3.8% of the population are **Aboriginal** or **Torres Strait Islander**



Albany has **strong Western European ancestry**. English – 47.1%. Australian – 39.8%. Scottish – 10.1%. Irish – 8.6%. German – 3.8%



Strong English migrant base, growing numbers of **New Zealand, Philippines, South African**, and **Scottish** populations.



19.2% of residents were **born overseas**

2.4 Tourism Profile

Unsurprisingly, COVID-19 and state border closures had a substantial effect on Albany's tourism sector across 2020-2021, leading to a distorted view of the current visitor profile.

Albany had a 19.6% decrease in visitor numbers during 2020-2021 compared to the three-year rolling average across 2017-2019.

The overnight visitor summary for Albany pre-COVID-19 and across 2017-2019 provides a more accurate representation of the typical visitor profile. The three-year rolling average across this period indicates that Albany's main visitors come from Western Australia (78%), followed by interstate visitors (12%) and then international visitors (10%). International visitors stay longer, for an average of five nights, while domestic visitors stay for an average of three nights.

Interestingly, domestic visitors are inclined to spend more than international visitors.

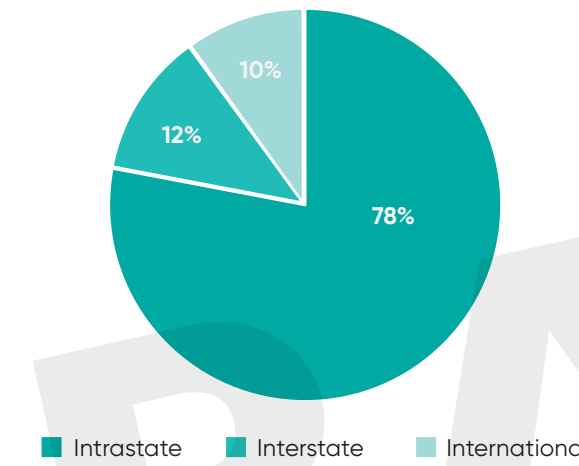
For domestic visitors, just over half come for a holiday (54%), whilst others come to visit friends or family (27%), and 18% come for business.

90% of international visitors come for a holiday and 8% come to visit friends or family.

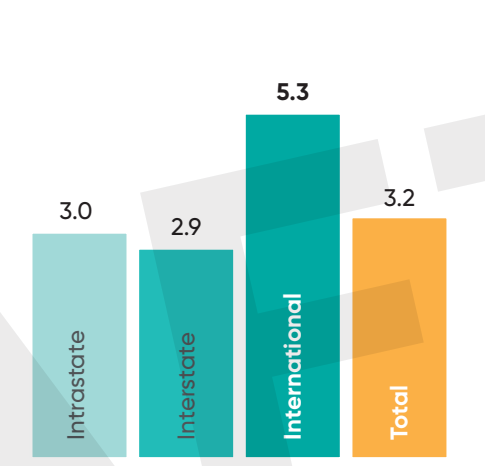
Now that the Western Australian government has eased domestic and international travel restrictions, the Bicentenary has the potential to attract both interstate and international visitors. Based on past trends it is still anticipated that the majority of visitors will be from Western Australia.

2017-2019

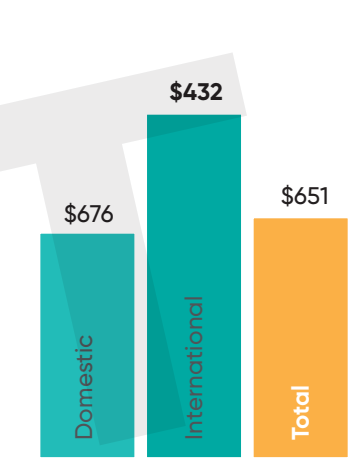
Visitors by market



Average length of stay (nights)



Average trip spend

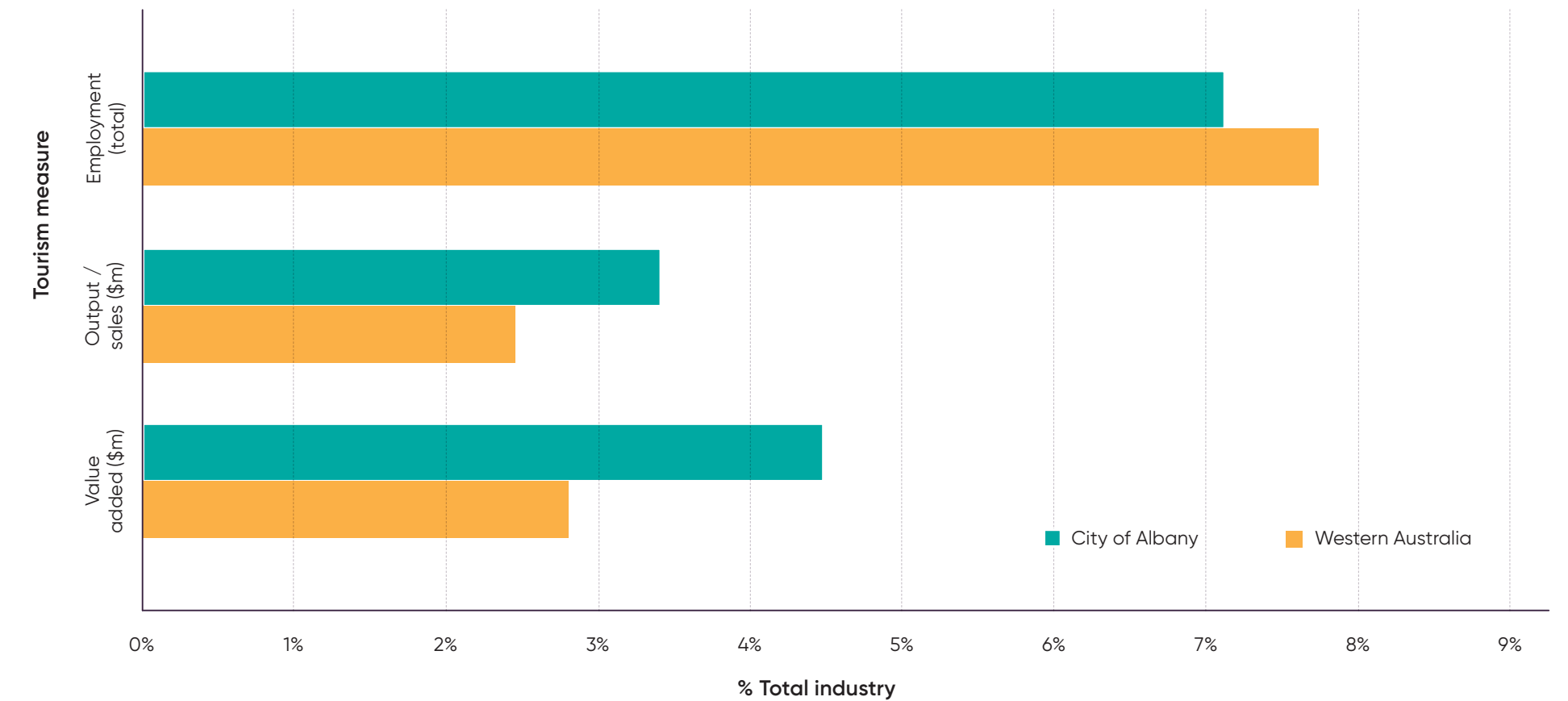


Average daily spend*

*Four year average 2016/17/18/19



Value of tourism 2020/21



3. Regional Strategic Context

Approximately 62% of the Great Southern region's population resides in Albany. Transport within the broader region, connections to Perth and internationally, enable easy access for tourism, business, leisure and recreation.

The strategic context of Albany as the major hub of the region facilitates a high degree of synergy and interconnectivity that results in broad regional appeal.

Similarly, strategic planning for the Great Southern region aims to maximise social and economic benefits that position this emerging region as one of the state's most appealing places to live, work and visit.

Several strategies prepared in recent years inform and complement the vision for the Bicentenary Strategic Plan. These plans will underpin the delivery of a year long series of activations and opportunities.

The Bicentenary will provide an international platform that promotes and enables the achievement of tourism, arts and cultural objectives identified in the wider strategic documents prepared by various organisations.

The following strategies and action plans provide a foundation for the ongoing operational planning and development of partnerships for the Bicentenary project.

INFORMING STRATEGIES

OBJECTIVES

WA State Tourism Strategy 2020

With a focus on maximising increased trips, by intrastate, interstate, and international visitors, pillars for growth include:

- Enhanced brand positioning
- Indigenous tourism
- Support infrastructure, access from Asian markets, business and regional travel improvements and positioning WA as a recognised event destination

Tourism Western Australia – Jina: WA Aboriginal Tourism Action Plan 2021 – 2025

This action plan places a strong focus on:

- Aboriginal participation in the tourism industry
- Developing new Aboriginal tourism experiences
- Recommending key improvements to critical support systems

The Great Southern Development Commission – GSDC Strategic Plan 2022-23 to 2024-25

Maps out initiatives across key focus areas of strong and diverse economy, liveability and communities.

Key priorities include:

- Growing mining and related industries
- Growing new and emerging industries
- Improving regional living standards
- Aboriginal economic development and organisational excellence

Great Southern Development Commission – Great Southern Arts, Culture and Heritage Strategy

The strategy establishes defined cultural hubs and centres that are networked, resilient and enterprising.

Regional priorities address:

- Cultural identity
- Experiences and capacity and investment

City of Albany – Strategic Community Plan 2032

Outlines five key pillars to focus on over the next ten years, being: People, Planet, Place, Prosperity and Leadership.

Key Outcomes include:

- A diverse and inclusive community
- A happy, healthy and resilient community
- A safe community

City of Albany Arts, Culture and Heritage Plan

Concurrent to the GSDC strategy of the same, key focus areas include:

- Albany is nationally recognised for its inspiring and diverse creative and cultural experiences and attractions
- Albany has a reputation as a location of choice for creative talent and enterprise
- Arts, culture and heritage is central to Albany's identity, liveability and prosperity

The City is a leader in building arts, culture and heritage (ACH)

- Capacity and capability, with ACH stakeholders
- People actively engage with Albany's diverse heritage, which is widely shared and boldly expressed
- A strong, sustainable foundation for a renowned cultural capital



4. The Albany Approach

This strategy has been prepared through considerable community and stakeholder engagement, following the 'Albany Approach' to understand the direction on the vision, mission and strategic objectives.

It has also been informed by a comparative analysis and review of relevant literature to guide best practice for milestone celebrations in contemporary Australia.

The Albany Approach to delivering Bicentenary projects or initiatives within the City is referenced in the mission statement and is about respecting the Menang Noongar community first, while being co-designed and co-decided with the Albany community.

4.1 Engagement methodology

The purpose of the engagement was to include a wide cross section of the community in drafting the Bicentenary Strategic Plan, so that the the Plan will be 'for the community, by the community'.

As part of this, a wide range of stakeholders and community members were engaged via a series

of activities designed to build awareness of the Bicentenary, encourage involvement and lay the groundwork for a collaborative Albany Approach.

4.1.1 Community and stakeholder engagement approach

Community and stakeholder engagement has been a key component of drafting this Bicentenary Strategic Plan, with engagement starting in March 2022 and ending in October 2022.

The engagement approach is detailed on the following page and outlines the key components of the methodology including Menang engagement led by Paramount Projects.

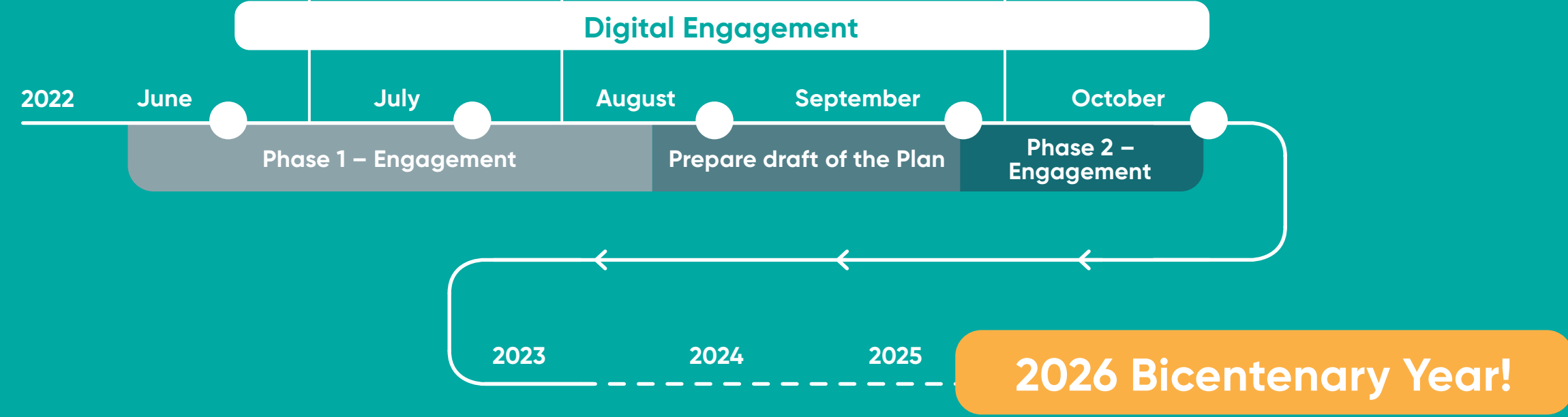
Engagement Activities

Engagement Week

- 5 x Themed Community Workshops
- Aboriginal Heritage Reference Group Meetings
- Community and Industry Reference Group Meetings
- Open Menang Community Meetings
- 2 x Pop-up Information Sessions
- Online
 - + Tell us your Big Idea
 - + Photo Competition
- Presentation at Art After Dark

- 1 x Community Workshop
- 1 x Youth Symposium
- Aboriginal Heritage Reference Group Meetings
- Open Menang Community Meetings
- Aboriginal Survey

- Aboriginal Heritage Reference Group Meeting
- Community and Industry Reference Group Meetings
- Open Menang Community Meetings
- Public Comment Period (November 2022) for draft Bicentenary Strategic Plan

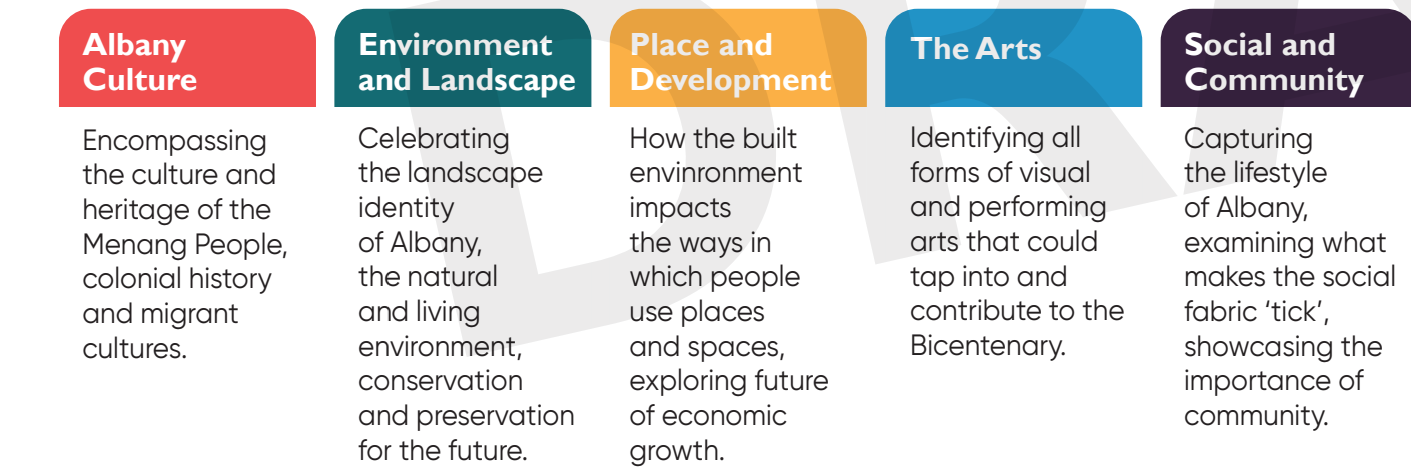


4.1.2 Engagement themes

It is often difficult for engagement participants to envision new possibilities from a blank canvas. To assist with the creative process of ideas generation, element initially prepared five key themes to focus the interest and energy of stakeholders.

This aimed to help participants organise their thoughts and provide structure for discussions about Albany's challenges and opportunities, identifying Albany's unique characteristics and brainstorming ideas for the Bicentenary.

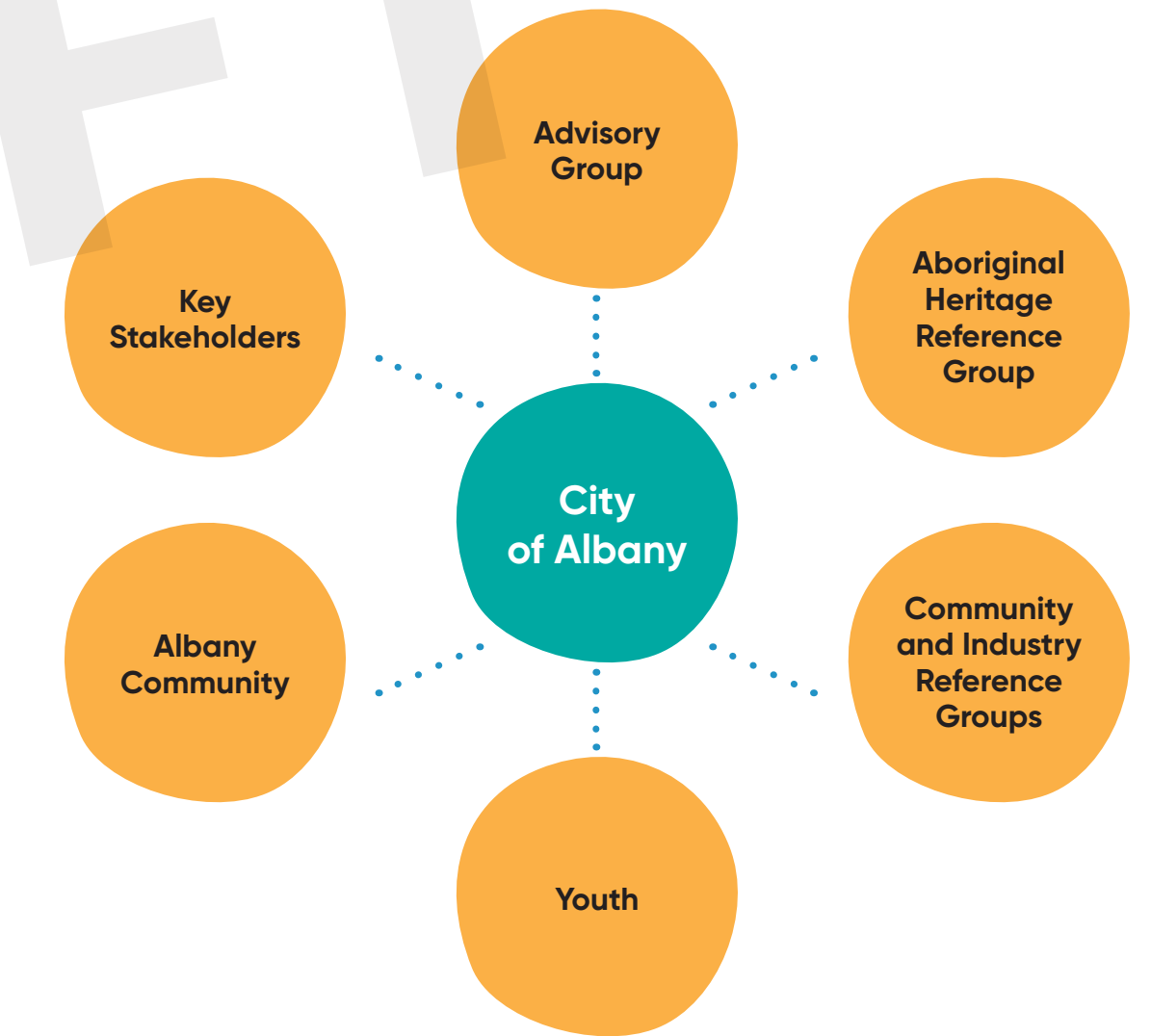
Based on preliminary engagement with the Albany Bicentenary Advisory Group and various reference groups, five broad themes were developed:



As a range of ideas emerged from the engagement process, these themes were then revised and reorganised to become specific to the Albany Bicentenary. This involved classifying ideas into event typologies and topic areas that were recurrent and have now been incorporated into the Strategic Objectives of this plan.

4.1.3 Who did we involve?

A key feature of creating the Plan was that it should be widely engaged with by community and key stakeholders from a range of sectors, including Federal Government, State Government, and peak bodies (represented in the Albany Bicentenary Advisory Group), Menang Elders and community, the youth of Albany and the broader community.



4.1.4 Menang focused engagement

In line with the City's commitment to Reconciliation, the City of Albany has laid emphasis on the importance of Cultural Recognition and Appreciation being a core purpose of Albany's Bicentenary. Widespread Menang awareness and involvement in developing the City's Bicentenary Strategic Plan and Prospectus is fundamental in ensuring the Albany Bicentenary represents the entire Albany community, including its First Nations people.

Engagement with the Aboriginal community was facilitated by Paramount Projects with the support of the Albany Heritage Reference Group Aboriginal Corporation (AHRGAC) to act as the Menang Noongar Reference Group for the Albany Bicentenary. Five separate meetings were held in June, July, August and September of 2022.

A further two open invitation meetings were also held along with an Aboriginal adult and young people survey. Where required additional one on one meetings were also undertaken. More detail can be found in a separate report produced by Paramount Projects.

4.1.5 Additional key stakeholder engagement

Following the primary engagement activities in June, July and August of 2022, it was observed that we had not heard from a number of key stakeholders that were viewed as important to this stage of the project. More direct communication was undertaken and invitations were issued to either contact the project team if there was interest, join a roundtable discussion or make direct contact by video conference or via phone to share thoughts and ideas.









4.1.6 Albany youth engagement

From the outset Albany's youth were identified as an important voice in the shaping of the Albany Bicentenary. The City reached out to all the primary and secondary schools in Albany to attend a Youth Symposium. Over 100 students attended the half day workshop, coming up with ideas for how the Albany Bicentenary should be celebrated. Over 500 individual ideas were generated by the students, with 13 expanded on in detail.



4.1.7 Typologies that have emerged

Through analysing all of the Bicentenary initiatives that have been recorded during the stakeholder and community engagement process, there were clear recurrent typologies. These are summarised below.




	 Large scale events	 Small scale events	 Commemorative items	 Community collaboration projects	 Permanent features and activities	 Installations / Exhibitions	 Guided and self-guided activities	 Collecting, recording and displaying deep history
High frequency mentions	Festivals Light show Music show			Tree planting Native plantings	Botanic gardens	Light projections on buildings		Menang Creation and Connection Story telling
Medium frequency mentions	Concert Dance Theatre Performance Art and Craft Fair	Long table lunch Boat race Workshops	Plaque competition	Collaborative arts/craft project Verge plantings Weed eradication	Dual naming Renewable energy program Walkways Mounts Masterplan Cultural Heritage Park Conservation Reserve	Photography exhibitions Artwork Street banners Drone show Light show Sculpture Displays	Walking trail Informational Signage Tours Signage (general) Walks	Audio recordings
Low frequency mentions	Parade Fair Opera Sculpture by sea	Open garden Picnic Street party Yarning Sporting event	Food dish Performance Song Competition Coin	Time capsule Community Garden	Boardwalk Cultural centre <i>Brig Amity</i> Restoration Entry Statement Fenced dog park Staircase walk	Pavement art Art timeline Beacon lights Imagining wall	Art trail Sculpture trail Mural trail Drive trail QR codes to information	Videos Anthology Interviews Memoirs

4.1.8 Content topic areas




The below content topic areas, which are reflected in the Strategic Objectives, have come from the Menang and broader community, stakeholders and youth who had collectively submitted over 1,000 individual ideas for the Bicentenary.

They demonstrate the community desire to celebrate more than the past 200 years of Albany, utilising the Bicentenary as a platform for holistic celebration of all of Albany's culture and deepen Reconciliation with the Menang Noongar and First Nations people.




Reflecting Authentically on the Past

-  Menang Noongar culture and history
-  Historical events and locations
-  Past Albany residents and their way of life

Toast the Present

-  What makes Albany unique
-  Who, and what, are residents proud of
-  Albany's diverse community

A Future Where Anything is Possible

-  Acknowledging what could be improved
-  What future do residents want for Albany
-  Living together in harmony

4.2 Gaps

Whilst a large proportion of the community and key stakeholders were involved in the engagement process, it appears that some groups were under-represented or did not engage fully for a range of reasons.

Albany's older generation were particularly involved in the community workshops, whilst other demographic groups were lacking such as parents with younger children, young adults, people with disabilities and minority ethnic groups. It was also noted that some key interest groups, community groups and local businesses could have been better represented.

This is likely a result of lack of awareness, time constraints and competing priorities. However, this does mean that there could be gaps in proposed activities that appeal to, or involve these harder to reach groups.

It may be pertinent to offer further opportunities for people to contribute to Albany's Bicentenary as planning progresses, particularly as interest and enthusiasm grows and more ideas come to the fore of people's imaginations.

A formalised process with regards to funding may also encourage community members with creative concepts to fully develop their ideas.

4.3 Place milestone events

Place anniversaries are an important milestone for a city and its community to commemorate. They mark a time for the community to reflect on what has been, acknowledge where they are now and also provide an opportunity to collectively be inspired about a new direction and legacy for the community.

While anniversaries are typically seen as a time of celebration, in contemporary Australia we acknowledge that celebration isn't always appropriate and a milestone anniversary can enable a community and its visitors to be open and honest about past events, for healing and reconciliation.

This place milestone event is in celebration of Albany as a significant place to many groups of people. Place can be defined as "space that is special to someone. The personal meanings that turn space into 'place' become embedded in people's memories and in community stories. They can be associated with both positive and negative feelings."²

Listening to the community of Albany in 2022, there are many stories that we can collectively associate with Albany and thus attach that sense of significance.

4.3.1 Comparative analysis

Similar place milestone events of national and international significance, and anticipated to be of the same scale as this Bicentenary, were analysed. A summary and considerations are presented adjacent.

SUMMARY OF COMPARATIVE MILESTONE EVENTS

Canberra 100 (2013)

In 2013 Canberra celebrated its 100 year anniversary with a range of activities throughout the year and an emphasis on their First Nations people, similar to Albany's emphasis on the Menang Noongar. The festivities throughout the year incorporated a range of events such as: Art shows; Theatre performances, Festivals, Design competitions, Fashion shows, Monthly dance events and more. The celebrations also included large scale events such as One Day International games, Patricia Piccinini's *Sky Whale*, and the creation of the Centenary Bike Trail.

Australia's Bicentenary (1988)

Australia marked its 200 year anniversary with celebrations around the nation, centred in Sydney on 26 January 1988, as the day of the first fleet arriving in Botany Bay 200 years prior. These celebrations saw national backlash from many Australians, sparking a protest of more than 40,000 Aboriginal people and non-Indigenous supporters. The protest was a challenge to the First Fleet and what it represented, especially for Aboriginal Australians. The Bicentenary was attended by Prince Charles and Princess Diana and included re-enactments, Tall Ships in the harbour and fireworks at night. The events were broadcast on national television.

Queen Elizabeth II Platinum Jubilee (2022)

Celebrations for Queen Elizabeth II's Diamond Jubilee extended across the globe, from the epicentre in the UK. Like the Bicentenary, the jubilee celebrates a moment in history, looking both to the past and to the future. Some key ideas that could serve as benchmark ideas for the Albany Bicentenary include:

- Beacons were lit across the Commonwealth. In the UK these were lit by service men and women and representatives of charities.
- Events took place throughout the month of June including, Flotilla, Community long table lunch, Service of thanksgiving, Air display, Military salute, Music concert.
- Legacy tributes include; Permanent artwork, Commemorative public park, Jubilee woodlands, Commemorative coin, Renaming of physical structures (gate/tower etc).

Albany 150 years Sesquicentenary (1976)

The Albany Sesquicentenary was celebrated in 1976 and created lasted memories for residents. The initiatives included re-enactments and other colonial memorabilia. The schools were heavily involved and there was a strong youth involvement which is still remembered today.

Singapore Bicentenary 2019 (SG200)

Singapore has a similar history to Albany in that it was colonised 200 years ago and previously occupied by other cultures. In 2019 Singapore marked its 200 year anniversary since Stamford Raffles colonised the city. The Singapore Bicentenary organisers insisted that the Bicentenary was a commemoration of history, not a celebration of colonialism, yet it was still criticised as a glorification of colonialism. One initiative of the commemorations was the painting of the statue of Sir Stamford Raffles to fade into the background of the grey buildings of the financial district.

BICENTENARY CONSIDERATIONS

Attracting nationally and internationally known artists that have connection to Albany, holding significant sporting events or developing similar legacy infrastructure are all areas to explore.

The national Bicentenary in 1988 received fierce criticism for whitewashing Australia's history and excluding our First Nations people and culture. The backlash from Australians as a result of this event still exists in today's society. We have learnt from this that place milestone events in Australia are not a celebration for all and should be treated sensitively and with respect.

Consider a range of initiatives differing in scale and community reach.

Colonial celebration has already been marked in previous Albany place milestone events, so it is recommended the 2026 initiatives step away from this narrative to something more inclusive to the Traditional Custodians and newer community members. Youth involvement is a positive feature that the 2026 event can carry forward.

Similar to the Albany Sesquicentennial celebrated in 1976 it is recommended the Albany 2026 initiatives move towards a more inclusive narrative that begins with Menang culture.

4.3.2 Ingredients for a place milestone event

Through a comparative analysis and a review of relevant literature on milestone events, a range of key ingredients that are used to create a place milestone celebration.

Looking back on the past

Traditionally, this has been through the gaze of white, male Australians, however in contemporary Australia we recognise history from a diverse point of view. Firstly, from our Traditional Custodians and their deep history and connection to place; and secondly, recent migrants from the last 200 years.

Recognising our current community

The successes, achievements, losses and missed opportunities.

Paving a shared direction for the future

Creating a new path and aspirations for the future of the community.

Can be marked tangibly and intangibly

With events and memorabilia or through establishing programs or legacy infrastructure that will leave a mark.

For the community, by the community

Collaboration, direction and involvement with and from the community and key stakeholders.

Necessary logistics

A milestone event requires a whole suite of logistical tools such as volunteerism, resources, governance, political support and tourism benefits.

Place-based approach

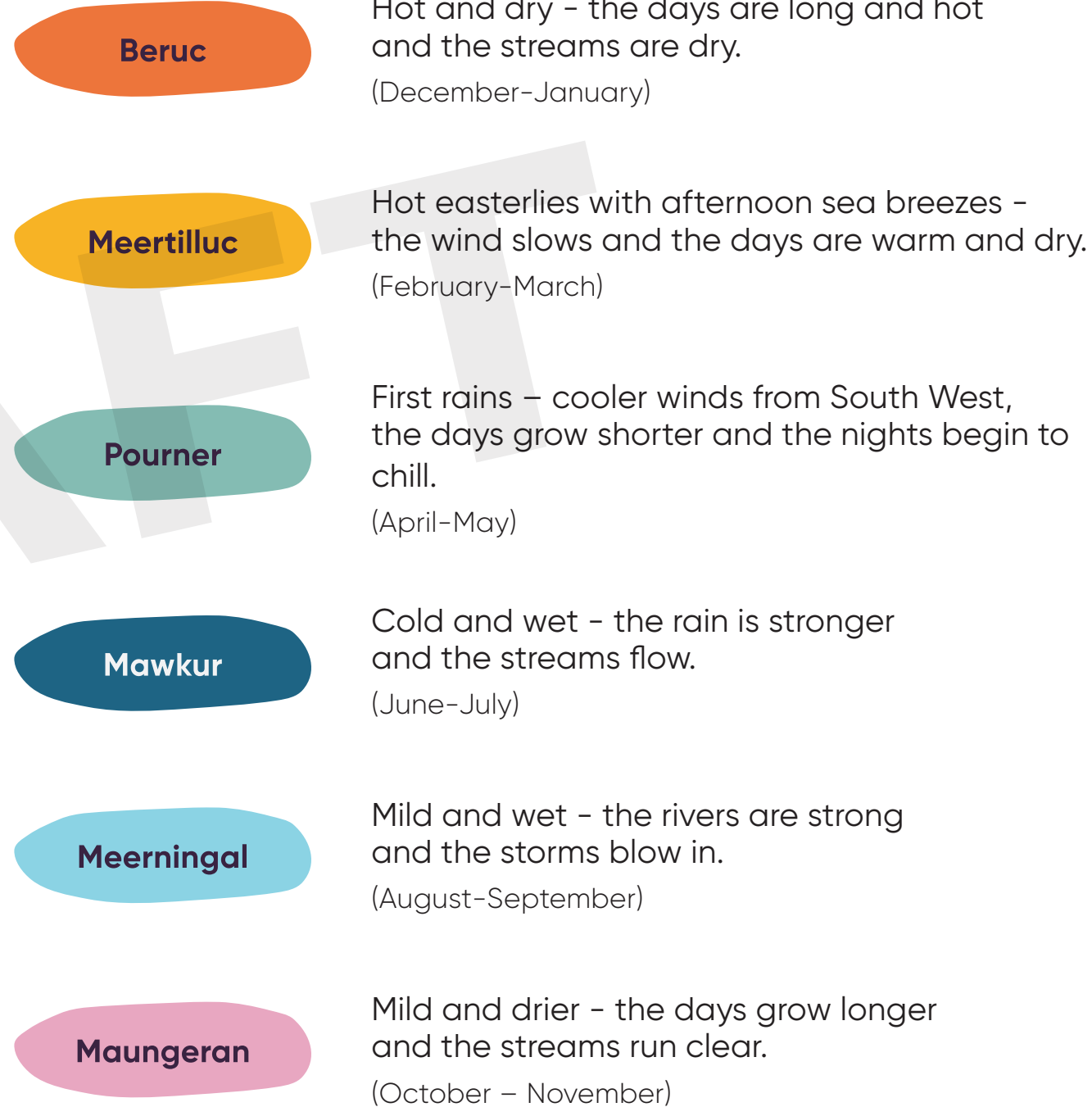
Providing a focused approach to placed base activities – for example, places of community connection, cultural and historical significance and natural beauty and ecological significance.

Ranging from local, national, to international scale

The Bicentenary is not only for the community of Albany and surrounds, it is also for Australia to commemorate and international visitors to share the Albany experience.

4.3.3 The notion of place and time

Places have various functions and attractions at different times of the year. Albany, being located in the Great Southern region of Western Australia is situated in a beautiful temperate climate zone, which has a diversity of seasons, articulated most accurately by the *Menang Six Seasons*, as shown to the right.



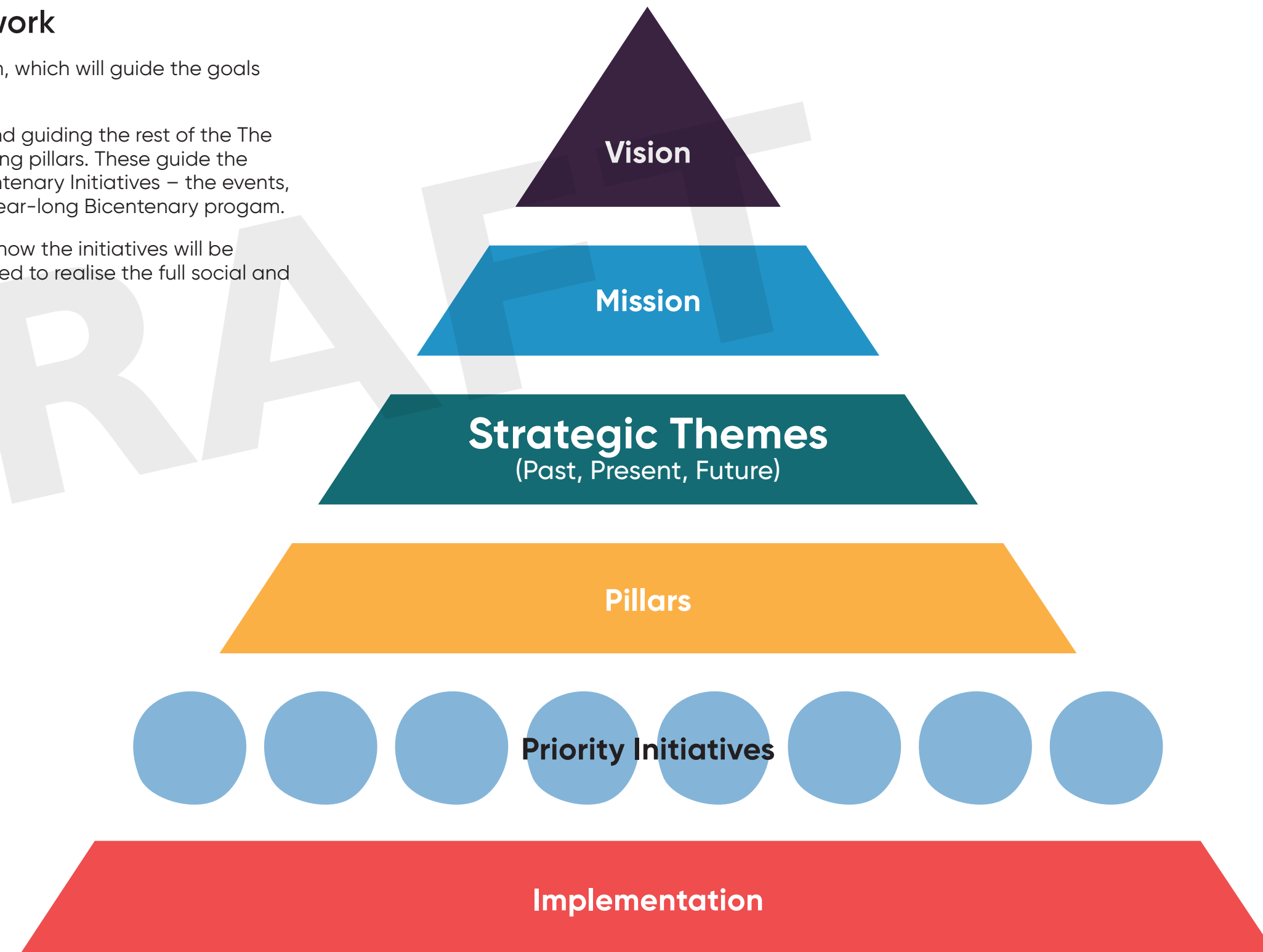
5. Bicentenary Aspiration

5.1 Strategic Plan Framework

The Plan is guided by the vision and mission, which will guide the goals and direction of the Plan.

Emerging from the engagement findings and guiding the rest of the The Plan are the Strategic Themes and underlying pillars. These guide the development and organisation of the Bicentenary Initiatives – the events, programs and products that will form the year-long Bicentenary program.

The implementation provides guidance on how the initiatives will be carried out and the support the City will need to realise the full social and economic potential of Western Australia's First Bicentenary.



5.2 Vision – Where and what we want to be.

The vision for the Bicentenary has been created with direct community and stakeholder involvement.

A first set of possible vision 'themes' were drafted based on the qualitative feedback received from the community and stakeholders in early engagement activities. These draft vision statement themes were then presented to the Albany Bicentenary Advisory Group (ABAG) and the community in July and August 2022 for further feedback. We asked the community to vote for the top three statements that were most important to them.

As such, the vision statement captures the vision as emphasised by the community in 2022.

Showcase Albany by reflecting honestly on our past, celebrating our community today and creating a future where anything is possible.

Advance Albany as a nationally significant cultural capital by showcasing and involving its diverse and unique people, Aboriginal culture, environment and produce, to recognise our shared past and look forward to our future.

The events, programs and products will support tourism and provide significant social and economic development and benefits to the Albany community.

This will be done through the Albany Approach: Menang First, co-designed and co-decided with the Albany community.

5.3 Mission – How we will do this.

While the vision informs the overall goal of what the Bicentenary will be, the mission statement provides more guidance on how the City will achieve its vision.

5.4 Strategic Themes

The high-level strategic objectives have been informed by the findings of the engagement process. The types of ideas submitted by community and stakeholders could be broadly summarised into three themes, forming the strategic objectives for the Bicentenary. These are outlined in the table below:

STRATEGIC THEME	DESCRIPTION	PILLARS
Reflect authentically on the past	The Bicentenary should reflect authentically on the past, including knowledge sharing of Menang culture, sharing key historical events and highlighting prominent Albany figures.	Menang Noongar culture and history
		Historical events and locations
		Past Albany residents and their way of life
Toast the present	The Bicentenary should show pride in Albany's present. Albany residents are proud of the town they live in and see this as a reason to celebrate their diverse and connected people, culture, environment and produce.	What makes Albany unique
		Who, and what, are residents proud of
		Albany's diverse community
A future where anything is possible	The Bicentenary is an opportunity to focus on the future and create a legacy for the next 200 years by acknowledging what could be improved, understanding the desires of Albany residents and creating a City where residents can continue to live together in harmony.	Acknowledging what could be improved
		What future do residents want for Albany
		Living together in harmony

5.5 Bicentenary Timeline

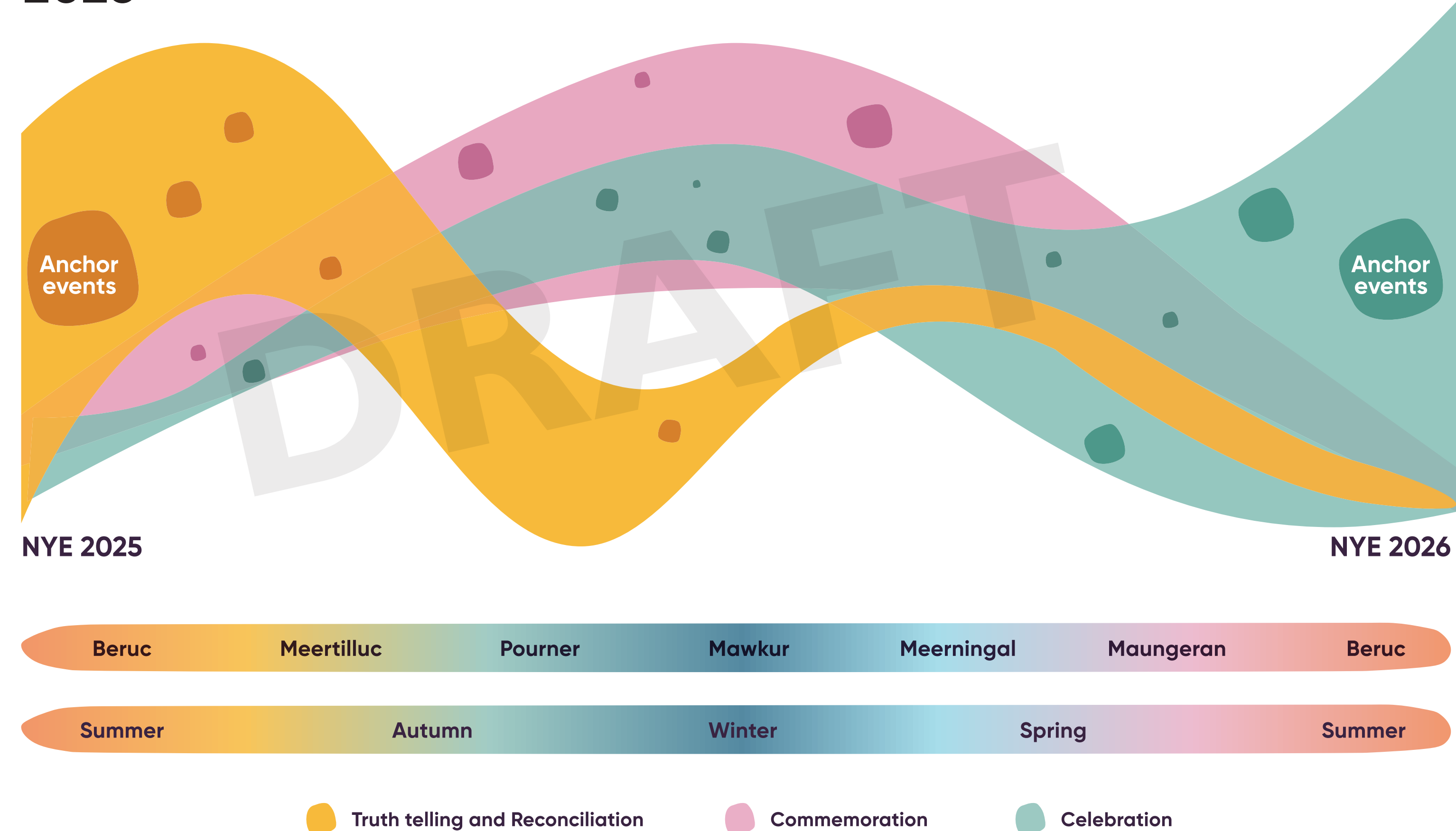
The focus for the 2026 Bicentenary is not just on one date, as it is about multiple cultures coming together and living together over many years. In this way, the Bicentenary is moving away from activities on a notional date but rather a year-long acknowledgement to mark a point in time.

It is important to recognise the significance of 1826 to the Menang community. The date marks the beginning of marginalisation and suffering for many Menang Noongar people and the disconnection from Country that they had lived on for thousands of years.

Following the direction of the strategic objectives, community and stakeholders of Albany noted that a Bicentenary in Australia is not always about celebration and should be treated with sensitivity.

It is recommended that the the Bicentenary year commence on New Year's Eve 2025 with a celebration of Menang Culture, followed by a year of initiatives that each reflect Truth-telling, Reconciliation, Commemoration and Celebration, finishing the year on New Year's Eve 2026.

2026



5.6 Selection criteria

The following set of criteria have been created through engagement with the Advisory Group, Menang Reference Group, Community and Industry Reference Groups and from broader community engagement. The draft selection criteria were then presented to the community for final input in August 2022.

The selection criteria have been used to formulate the top tier recommendations as derived from all engagement and will ultimately be used to test the success of the Bicentenary initiatives.

The development of these criteria will also enable some flexibility for additional events that come through over the years preceding the Bicentenary. The criteria should help to assess whether the proposal is in line with the overall vision for the Bicentenary, noting that there are two streams the initiatives can fall under: local or international/national initiatives.

There may also be a range of initiatives or events that community, business or other stakeholders wish to pursue outside of the Strategic Plan. The City and its partners will seek to encourage alignment with the Bicentenary Selection Criteria and Bicentenary Guidelines that have been developed to maximise success for all Bicentenary participants.

Stream 1 – Locally focused initiatives

Locally focused initiatives must demonstrate they achieve the compulsory criterion and at least one other of the following selection criteria. This will ensure that initiatives for the Bicentenary achieve the Vision and Mission. The initiatives that achieve more of the criteria are more likely to succeed.

SELECTION CRITERIA	Tick
C* Must align with the vision and mission of the Bicentenary project.*	
1 Showcase Albany's people, Aboriginal culture, environment or produce.	
2 Initiative must demonstrate a benefit to the wider community and/or targeted audience.	
3 Acknowledges and talks authentically about our past.	
4 Showcases Albany's unique characteristics.	
5 Attracts investment that results in legacy: socially, economically, environmentally and across generations.	
6 Will contribute to Menang Noongar community growth, Reconciliation and strength as a people.	
7 Enables existing plans that have community support to come to fruition.	
8 Will foster the participation of inclusive and diverse communities.	
9 Exhibits unique qualities or is an innovative idea.	
10 Helps to place Albany as the cultural capital of regional Australia.	
11 Commemorating Albany's rich cultural heritage.	

33 * (c=compulsory)

Stream 2 – International and national focus criteria

Initiatives with an international or national focus should generally be economically uplifting and boost tourism within Albany, satisfying the compulsory criterion and at least one other. Initiatives will be considered by the following criteria, in line with the Vision and Mission.

SELECTION CRITERIA	Tick
C Must align with the vision and mission of the Bicentenary project.*	
1 Will boost the tourism offer in Albany.	
2 Promotes Albany as the cultural capital of regional Australia.	
3 Will elevate Albany on a national and international scale.	
4 Have strong economic uplift.	
5 An opportunity that has universal appeal and is cohesive for the community.	

5.7 Evaluation Framework

Hundreds of ideas, in fact over 1,000, were put forward by the community and key stakeholders over the engagement period in 2022.

In order to objectively assess these ideas, they have been run through an evaluation framework, based on the selection criteria which was created through community engagement.

The purpose of the framework is to evaluate which Bicentenary initiatives have a stronger connection and fulfillment of the selection criteria and align with the vision and mission of the Bicentenary.

An example of the evaluation framework and how it has been used is presented on the next page. Initiatives that satisfied over five selection criteria are highlighted.

5.8 Measures of success

How will we know if our initiatives (events, activities, and legacy items) have been a success? Key objectives of the Bicentenary govern the ways we will measure success. These will be used not only at the conclusion of the Bicentenary. It is recommended that regular review of all activities be undertaken to enable the City and its partners to adjust approach, resourcing and content if required. See Measures of Success table adjacent.

5.7 Example of using the Evaluation Framework

STRATEGIC OBJECTIVE	EVENT TYPE	PILLAR	INITIATIVE	SELECTION CRITERIA (LOCAL)											TOTAL CRITERIA SATISFIED	
				C	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10		#11
Reflect authentically on the past	Large scale event	Historical events and locations	Heritage and Harvest Festival	Y	Y	Y	N	Y	Y	Y	N	N	N	Y	N	7
			Example	N	N	N	N	N	N	N	N	N	N	N	N	0

5.8 Measures of success

MEASURE OF SUCCESS	DETAIL	EXAMPLE TOOLS
Patronage numbers	Did we reach a significant number of people through this initiative?	Mobile phone data Ticket sales/numbers (non-monetary) Accommodation numbers Tourism WA data (visitation/accommodation data) Visitor Centre tracking
Patronage satisfaction	Were the people who we reached through the initiative satisfied? If they were satisfied, to what level?	Survey via intercept or QR Code including indicating events attended
Increased revenue for local business	If relevant, how much revenue did we raise through this initiative? What financial uplift occurred for local business.	Economic impact analysis based on visitation and spend Quarterly Survey with business owners
Reconciliation	Were we able to promote Reconciliation through this initiative?	Feedback through Albany Heritage Reference Group Aboriginal Corporation and all Aboriginal groups
Diverse community involvement and accessibility	Did the event, initiative or activity attract a cross section of ethnicities, ages, disabilities and genders?	Collection of detailed demographic and profiling data via surveys
Youth patronage and participation	Record youth involved in any initiatives. How many youth focused and number of events?	Collection of detailed demographic and profiling data via surveys Number of youth based events
Increasing tourism numbers	Additional or temporary accommodation available. Tourist centre visitor survey distributed via major hotels and accommodation points. Collect data on hotel and short stay accommodation vacancies.	In conjunction with Tourism WA, track visitation numbers over time Quarterly survey with accommodation providers Mobile phone data
Anticipated social benefit	Increased social interaction. Increased social inclusion. Acquisition of skills through participation in planning, delivery or taking part in the event. Increased sense of community.	Interviews with key stakeholders and key community groups.
Anticipated economic uplift	Additional revenue generated for local businesses. Increased tourist spend.	Quarterly survey with business owners Private sector investment growth Economic impact assessment based on actual data



6. Implementation

6.1 Infrastructure and implementation considerations

In order to support and facilitate a year long campaign of marketing, events and products, the City will need to consider additional key resourcing, project infrastructure requirements and implementation tools. The following outlines the baseline needs:

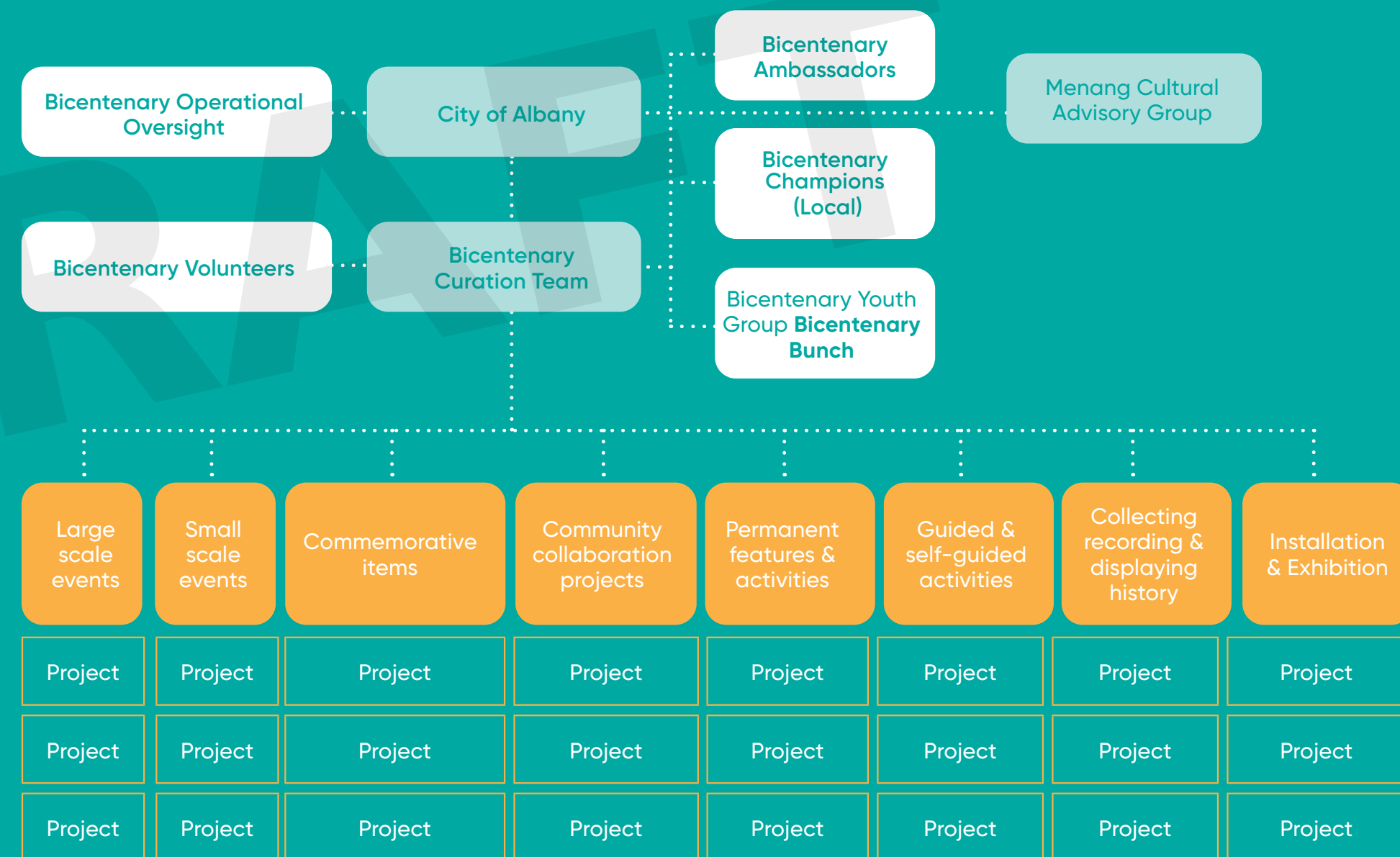
INFRASTRUCTURE & IMPLEMENTATION	DESCRIPTION	OPTIONS/RECOMMENDATIONS
Hard items		
Bicentenary office	<p>A dedicated office or space for City staff and other key user groups to use during the lead up to and year of the Bicentenary. The space should be centrally located, ideally along York Street within the vicinity of the Visitors Centre for visibility and to encourage passive engagement with the community and visitors. This could be an existing commercial space that can be vacated after the Bicentenary.</p> <p>Should there be a legacy goal with the space/building, consideration should be given to utilisation beyond the Bicentenary by community and other groups. The space/building would be branded and provide both active and passive spaces and equipment to maximise its use. A competition could be held to name the office by the proposed Bicentenary Youth Group. A local artist could be employed to produce a mural or piece of art that depicts what the Bicentenary could look like as inspiration.</p>	<ol style="list-style-type: none"> 1. Preliminary investigations indicate commercial space is available along York Street. 2. Undertake to partner with a key stakeholder within the town centre to share a space.
Additional City resource for Bicentenary project implementation	<p>Currently the City has one dedicated FTE for this project. The Manager Community Relations provides additional support and oversees the planning process. For a project of this scale alongside the current program of events currently being managed by the City, curation of the Bicentenary will require additional resources to assist with the implementation of the initiatives, supporting the Manager Community Relations and the Bicentenary Coordinator (FTE) roles.</p> <p>It is acknowledged that staff resourcing is difficult across WA currently. Consider looking locally for skill sets such as project management, event management, communications, administration and customer service to fill gaps in resourcing. It is recommended that both internal and external resources be considered to ensure sustainability beyond the Bicentenary.</p>	<ol style="list-style-type: none"> 1. Procure two additional FTE to the Bicentenary Team. 2. Provide additional staffing support to the Manager Community Relations to enable prioritisation of Bicentenary and associated Aboriginal engagement and Reconciliation responsibilities by Manager Community Relations. 3. Engage a part time external resource that has access to skill sets that are not currently available to the City. 4. Identify within the City personnel necessary skills sets required and back fill these under contract, particularly for those positions that are more readily employable under the current market.
Soft items		
Website (separate to City)	<p>A separate website for the Bicentenary to promote the initiatives and events throughout the year, with regular updates on key highlights. This will act as a digital repository to promote and document the Bicentenary and will be particularly useful for visitors to Albany. It is also recommended that key governance groups be provided with secure access to parts of the project website. This will enhance project communications and the free flow of information.</p>	<ol style="list-style-type: none"> 1. Build a dedicated project page within the City's current web platform with enhanced capabilities' such as external access functionality, enhanced engagement tools, calendar tools etc. 2. Build a standalone website separate to the City of Albany website, with enhanced capability. Link back to key project partners including the City of Albany.
Marketing and branding	<p>Build brand recognition in the lead up to 2026 to generate awareness and anticipation. A cohesive branding campaign can be used to link all events together for the Bicentenary year.</p>	<ol style="list-style-type: none"> 1. Put in place a project brand that is shared across the preceding planning years as well as utilised in the Bicentenary. 2. Develop a guide for how and when the brand can be used. 3. Develop a guide for how external organisations can use the brand if an endorsed Bicentenary project.
Tourism and accommodations strategy	<p>Once the events calendar has been confirmed, a tourism and accommodation strategy will be required to manage needs of increased visitation.</p>	<ol style="list-style-type: none"> 1. Develop a strategy that includes engaging with WA Tourism, local business and local accommodation providers.

6.2 Governance

Key to the success of the Albany Bicentenary is how the City of Albany and its partners will work collaboratively to ensure success. Through an evaluation of the existing project governance and considering its next key project milestones the following governance structure is proposed.

The rationale for reviewing and evolving the existing approach is to:

- Maximise access to resourcing.
- Ensure key stakeholders and project partners and their roles are clearly understood and communicated.
- Establish clear lines of enquiry and decision making.
- Provide various opportunities to participate and get involved.
- Provide clear level of accountability.
- Ensure there is sufficient expertise to support the ongoing pre-implementation and eventual Bicentenary year.



The following describes each group within the governance structure along with recommendations in relation to their core roles. Detailed Terms of Reference should be developed following the endorsement of the Strategic Plan.

STAKEHOLDER	ROLE
City of Albany	<p>The City has taken on the lead role to facilitate the Albany Bicentenary (2026). Within this group are the City of Albany Elected Members, Senior Executive, Managers and staff, who will all have a role to play. The role of this group is to:</p> <ul style="list-style-type: none"> • Be the primary decision maker. • Source primary Bicentenary resourcing (financial and personnel). • Source key event assets and venues. • All City employees to advocate for the Bicentenary in a proactive and respectful manner. • Assist external individuals or organisations to contribute to the project.
Bicentenary Operational Oversight Group	<p>Moving from the planning phase toward implementation this group has the potential to evolve to take on a more active role as key stakeholders and in some cases project partners. Organisations such as Tourism WA, Great Southern Development Commission, State and Local Members/Politicians, Department of Local Government, Sport and Cultural Industries, WA Museum, State Library of Western Australia, Southern Ports and other key organisations all have a key role to play.</p> <p>It is recommended that a core group of key stakeholders be established to play an active role in the ongoing planning and implementation as required. The core group might comprise the Local Member, Tourism WA, Great Southern Development Commission and WA Museum, together with City representatives.</p> <p>The role of this group will move from primary advisory towards a support and proactive role such as:</p> <ul style="list-style-type: none"> • Assisting to source funding. • Provide advisory assistance from their organisation's perspective. • Support the City with advocating for the Bicentenary. • Use their networks to assist with events, initiatives and activities. • Communicate the benefits and where able offer in-kind resources. <p>Private sector project sponsors could be helpful with assisting with funding. Some relationship with Albany is recommended.</p>
Bicentenary Curation Team	<p>The City currently has one dedicated FTE who is primarily facilitating the development of this Strategic Plan. Once endorsed it will be their role to bolster existing resources to ensure all key skill sets are onboarded (either inhouse or via external specialists). The Curation Team will be the pivot point and delegated group to manage the pre-Bicentenary years as well as throughout 2026.</p> <p>The role of the Bicentenary Curation Team will be to:</p> <ul style="list-style-type: none"> • Implement the Strategic Plan. • Facilitate endorsed events, initiatives and activities. • Source resourcing to assist with implementation. • Be the primary interface with key stakeholders and the community. • Administer the governance arrangements with all key groups identified within the Governance structure. • Record and communicate all key actions and project milestones. • Keep digital and other communication tools up to date and report regularly. • Facilitate all key media and other promotional activities.
Bicentenary Ambassadors	<p>The Bicentenary has the potential to attract national and international level individuals who can assist with contributing to attracting visitors and participants from all over the state, nationally and internationally. To ensure authenticity with the vision and objectives of the Bicentenary, each Ambassador will be invited based on their 'connection' with Albany as a place and strategic networks. These Ambassadors would come from a variety of backgrounds such as musicians, actors, artists, sporting stars, film, authors or other well-known people.</p> <p>When thinking about who should be an Ambassador, consideration should be given to availability and how each can assist with promoting and advocating for the Bicentenary. It is recommended participation within this group be by invitation by the City, in consultation with Bicentenary Operational Oversight Group. The role would be to:</p> <ul style="list-style-type: none"> • Advocate the vision and objectives of the Bicentenary. • Increase awareness of Albany and the Bicentenary at a local, state, national and international level. • Support the development of strategic partnerships. • Where possible, attend lead in events and other opportunities as invited by the City of Albany. • Present keynote addresses as invited by the City of Albany. • Participate in conversations around the Bicentenary, including media opportunities.

STAKEHOLDER	ROLE
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Bicentenary Champions (local)

Already there are individuals within the local Albany community who have voluntarily played a proactive role in contributing to the Bicentenary Project. Currently these individuals are partly from the existing reference groups. Local Champions will play a highly active role locally and therefore are those that will be committed to volunteering their time and energy for the next three years. It is recommended that this group be formed by a combination of invitation and EOI process. The role of a Local Champions will be to:

- Advocate the vision and objectives of the Bicentenary to all.
- Increase awareness of Albany and the Bicentenary at a local level.
- Champion key events, initiatives, or activities.
- Where possible, attend lead in events and other opportunities as invited by the City of Albany.
- Use their local networks to promote and recruit participation.
- Participate in conversations around the Bicentenary, including media opportunities as invited by the City of Albany.

This group is likely to give up a good deal of time in both the planning and implementation of the Bicentenary. To date some local leaders have already been dedicating full days to assist with this project. It is therefore appropriate that some form of financial stipend be offered to members of the Champions Group. Making this project visible will be important. One way will be to provide the Bicentenary Champions with branded jackets or similar that can be worn in the lead up to and during the Bicentenary year.

The Bicentenary Youth Group

Stemming from the success of the Youth Symposium in August, it is proposed to form a dedicated youth focused group who can contribute directly to the ongoing preparation and youth-based events, initiatives or activities. Young people are typically difficult to engage with, however in this instance participants were highly energised and motivated. Ideas generated were diverse and creative. The formation of the group will attract more young people to the activities throughout the Bicentenary.

The role of Bicentenary Youth Group will be to:

- Advocate the vision and objectives of the Bicentenary to all.
- Increase awareness of Albany and the Bicentenary, particularly with their aligned age groups.
- Meet regularly to contribute to the planning and implementation of the Bicentenary.
- Contribute to key youth related events, initiatives, or activities.
- Participate in conversations around the Bicentenary, including media opportunities as invited by the City of Albany.

Making this project visible will be important. One way will be to provide them with branded t-shirts that can be worn in the lead up and during the Bicentenary.

Menang Cultural Advisory Committee

Consultation with the Aboriginal Heritage Reference Group and broader Aboriginal community occurred throughout the engagement phases of this project. Ongoing engagement with the Menang and wider Noongar community (including Elders, families and young people) is required. A dedicated Albany Menang Cultural Advisory Committee is proposed that will enable and facilitate ongoing dialogue and direct participation in the preparation and delivery stages of the Bicentenary. This group has the potential for a dual role being both Bicentenary and general Menang Noongar engagement required by the City of Albany. The importance of this group is significant and could potentially take a lead role in not only the Bicentenary, but as an ongoing Committee of Council.

The role of the Menang Cultural Advisory Committee is to:

- Advocate the vision and objectives of the Bicentenary to all.
- Increase awareness of Albany and the Bicentenary at a local level.
- Collaborate on developing and planning for the Implementation.
- Lead and contribute to key events, initiatives, or activities, with an emphasis on those initiatives that are Menang focused.
- Work towards a unified Bicentenary that includes all Menang viewpoints.
- Establish a young Menang group to assist with contributing to events.

Direct Council related role could include:

- Assist the City with any Reconciliation actions and provide cultural advice.
- Encourage participation by wider Menang community.

Bicentenary Volunteers

Like any major milestone event, volunteers form a critical component of the delivery stages. Often these events are a once in a lifetime opportunity and if the nature of the event or activity aligns with their interests people will often give up many hours to contribute to making the event a success. A register will be established for people to sign on. Each volunteer will be highly visible through the use of branded clothing and wherever possible volunteers will be allocated based on their skills, interests, and availability.

The role of the Albany Bicentenary Volunteers is to:

- Advocate the vision and objectives of the Bicentenary to all.
- Increase awareness of Albany and the Bicentenary at a local level.
- Once events, initiatives or activities are more fully defined register against preferences.
- Assist with some preparation activities, however, the focus will be on delivery and implementation.

6.3 Key initiatives

The below initiatives have been generated through engagement with stakeholders and members of the Albany community throughout 2022 and are the key priorities for events, programs or products for the Bicentenary roll out. It is acknowledged that community, stakeholder and Council priorities may shift over the lead up to the Bicentenary and planning should be flexible to allow for the release and capture of initiatives as they arise.

6.3.1 Initiatives proposed by the Menang Community

Many participants in the Menang community engagement activities saw the Albany Bicentenary as an opportunity to tell the Menang Noongar story over a whole year, where others can learn about their history, heritage and culture.

Through showcasing art and stories, the wider community can gain more information about how Menang Noongar people sustainably thrived in the region, and the Aboriginal beliefs and values that informed the “good life” lived prior to colonisation.

NO.	INITIATIVE	DETAIL	SELECTION CRITERIA MET /11	INDICATIVE TIMING	EVENT TYPOLOGY	STRATEGIC OBJECTIVE(S)
1. Menang						
1.1	Menang Cultural Language Keeping Place	A central hub where all facets of Menang life and culture can be shared with local Aboriginal people and the wider community (where appropriate).	9	To be officially opened during 2026. Opportunity for use throughout the year	Permanent features and activities	Reflect authentically on the past
1.2	Menang Creation and Connection Stories	Collect, record and retell the Menang connection and dreaming stories developing cultural products and strengthening language recovery.	10	Throughout the year as appropriate	Large Scale Events	Reflect authentically on the past
1.3	Light Show with music and images of Menang Culture, Stories and History	Illuminations with music and images of Menang Culture, Stories and History.	10	Large scale display to occur during peak tourist season(s)	Large Scale Events	Reflect authentically on the past Toast the present
1.4	Youth Concert/Festival	Celebrating Aboriginal talent.	8	Option for peak or of peak time	Small community events	Toast the present
1.5	Dale Panorama as Centrepiece for 2026	Integration of the hand-coloured print published in 1834 depicting Menang life through British colony eyes.	8	Throughout the year as appropriate	Installations/Exhibitions	Reflect authentically on the past.
1.6	Menang Albany Community Calendar 2026	Sharing and scheduling important Menang-focused and other complementary events that will occur throughout the Bicentenary.	10	Throughout the year as appropriate	Installations/Exhibitions	A future where anything is possible
1.7	Bicentenary Film Festival (via CinefestOZ Albany)	Working with the Menang community and schools to commission film projects.	8	To commence prior to 2026, with films shown during the Bicentenary year as appropriate	Large Scale Events	A future where anything is possible
1.8	Menang Sculptures or Statues	A range of outdoor statues or sculptures, focused on Menang themes.	9	To be installed in the early part of 2026	Installations/Exhibitions	Reflect authentically on the past Toast the present

NO.	INITIATIVE	DETAIL	SELECTION CRITERIA MET /11	INDICATIVE TIMING	EVENT TYPOLOGY	STRATEGIC OBJECTIVE(S)
1.9	Menang Boodja Travel Points and Interpretation Sites	Installation of travel points and interpretation sites in the Albany area emphasising Menang history and connection to Country.	9	To be installed in the early part of 2026 and use encouraged throughout the year	Installations/Exhibitions	Reflect authentically on the past
1.10	Menang Noongar Timeline Creation and presentation	A physical installation of a Menang Noongar Timeline showing first and foremost the immense time period that elapsed before colonisation.	9	To be installed as part of the opening of the Bicentenary	Installations/Exhibitions	Reflect authentically on the past
1.11	Menang Craft Days and Fairs:	Such events could include Menang art, artefacts, food, weaving, jewellery and pottery as exhibited at displays, stalls and in workshops.	8	Throughout the year as appropriate	Small Community Events	Toast the present

6.3.2 Initiatives proposed by the Community

Approximately 350 ideas for the Bicentenary were proposed through the community workshops and online engagement platform. These ideas have been assessed against the Selection Criteria and the Evaluation Framework and are listed in the table below.

NO.	INITIATIVE	DETAIL	SELECTION CRITERIA MET /11	INDICATIVE TIMING	EVENT TYPOLOGY	STRATEGIC OBJECTIVE(S)
2. Community workshops and online ideas						
2.1	Festival	A large-scale festival that features a range of activities, music, performances and has broad-scale appeal. Specific festivals were mentioned based on; Heritage & Harvest, Menang/Noongar Seasons, Maritime and Arts.	8	Summer holiday period to maximise attendance Possibility of a smaller winter-based festival	Large Scale Events	Reflect authentically on the past Toast the present A future where anything is possible
2.2	Musical event	Small or large musical events that might feature bands, opera, choir with a variety of music genres.	5	Large events to occur in the Summer or school holiday periods Small events can occur throughout the year	Large Scale Events/ Small Community Events	Toast the present
2.3	Botanical Garden	The creation of a botanical garden (as part of the Mounts Masterplan) open to the public. This could include bush tucker and heritage plants.	7	To be officially opened during 2026. Opportunity for additional Spring-based event	Permanent Features and Activities	Toast the present A future where anything is possible
2.4	Story telling	Sharing stories with the community that focus on learning about Albany's history, Menang culture and understanding its diverse backgrounds. These related to communicating about the past and sharing memories via interviews, recordings and Q&A sessions.	9	Small events to occur throughout the year. Menang stories to feature at the beginning of the year	Collecting and Recording History.	Reflect authentically on the past Toast the present
2.5	Tree Planting	Increasing the number of trees in and around Albany as a combined community effort – possibly 200 trees.	5	Autumn planting	Community Collaboration Projects.	A future where anything is possible

NO.	INITIATIVE	DETAIL	SELECTION CRITERIA MET /11	INDICATIVE TIMING	EVENT TYPOLOGY	STRATEGIC OBJECTIVE(S)
2.6	Walking trail	Improving and adding walking trails in and around Albany that allow people to appreciate the unique landscape, flora, fauna, connection to Menang culture and history. This may include educational/information signage.	9	To be officially opened during 2026 To be available for peak tourism season(s) if possible	Self-guided Experiences	Toast the present
2.7	Signage	Providing signage promoting or informing/educating about Albany and/or signposting unique features or locations.	6	To be officially in situ from the beginning of the Bicentenary celebrations.	Installations/Exhibitions	Toast the present
2.8	Lightshow projected onto buildings	Projections on the built environment which may be informative or just decorative. This may cover Menang dreamtime, history, art or a modern movie.	9	Large scale installations to be in place during peak tourist season(s) Smaller installations to occur at other times in the year Alternatively, one installation with changing themes over the entire year	Installations/Exhibitions	Reflect authentically on the past Toast the present
2.9	Performance	Theatre, play or other performance-based events which could cover a broad range of themes from Menang culture, historical events, reconciliation through to plays by local thespians or in local language.	8	Off-peak times	Small Community Events	Reflect authentically on the past Toast the present A future where anything is possible
2.10	Commemorative items	A collectable item or something created in celebration of the Bicentenary.	5	Collectibles to be available from the beginning of the Bicentenary and throughout the year	Commemorative Item	Toast the present A future where anything is possible
2.11	Planting native vegetation	Increasing endemic plants in and around Albany as a combined community effort – possibly on verges.	5	Autumn planting	Community Collaboration Projects	A future where anything is possible
2.12	Lighting /Lightshow	Illuminating Albany with lights and projections involving beacons, lighthouses and other light sources.	9	Large scale installations to be in place during peak tourist season(s) Smaller installations to occur at other times in the year Alternatively, one installation with changing themes over the entire year	Installations/Exhibitions	Reflect authentically on the past Toast the present
2.13	Street Banners	Banners throughout the area that promote the event and contribute to the atmosphere of the Bicentenary. These might accompany events or change themes over the year.	3	Throughout the year as appropriate	Installations/Exhibitions.	Toast the present
2.14	Community Long table lunch or picnic	Community based lunches that bring a diverse range of people together as a one-off or regular event over the year.	7	Dry seasons (summer, early autumn, late spring)	Small Community Events	Toast the present
2.15	Heritage and Harvest Festival	Celebrating the produce of the area and appreciating the heritage of the region by bringing the community together.	7	Peak holiday period(s) dependent on produce availability to maximise attendance to showcase Albany		Reflect authentically on the past Toast the present A future where anything is possible

6.3.3 Initiatives proposed at the Youth Symposium

The Bicentenary is a significant anniversary for the whole community. It is an opportunity to reflect on Albany's history, celebrate the diverse and vibrant community it has become and realise aspirations.

Young people are an important voice in shaping the Bicentenary. This milestone in Albany's history will form lasting memories and is an opportunity to shape the younger community's understanding of Albany's depth of cultural history.

The Youth Symposium was attended by students from Year 6 through to Year 11. After an inspiring presentation and discussion about the significance of the Bicentenary to Albany and its community, the students collectively recorded over 500 ideas for Bicentenary events and activities. Each school group then worked on one idea in detail to plan how it could be delivered and contribute to a rich fabric of Bicentenary events in 2026.

In addition to generating ideas for the Bicentenary events, the students commented that young people

should be involved in the opening and running of events, and should be given the opportunity to have fun, contribute and learn something new. They suggested reaching out to the wider community through the Albany newspaper, Instagram and Facebook.

The following table is a summary of the key initiatives that came up with high frequency or were planned out in depth by the class groups.

NO.	INITIATIVE	DETAIL	SELECTION CRITERIA MET /11	INDICATIVE TIMING	EVENT TYPOLOGY	STRATEGIC OBJECTIVE(S)
3. Youth – Group Initiatives						
3.1	Night Markets with VR Experience	Streets lined with multicultural food stalls, also include a VR experience for anyone stopping by eg. Menang Noongar, Bush Tucker, Italian, Asian, African, European, Australian. The place has lights so you are able to see.	6	Peak tourism holiday period to maximise attendance	Small Community Events	Toast the present
3.2	The Mamang Trail (The Whale Trail)	Different community groups (schools, sporting clubs etc.) decorating sculptural whales placed in the community garden in and around Lawley Park; a 'metal' whale in the water with blow holes. Tell the associated Dreamtime stories through plaques, and information signs. In community garden: plant native flora, poppies depicting the ANZACS. Drone, light show at the opening event. Elders story on handprints decorated by students, placed around trail. Undercover areas, seats, BBQ's benches.	6	To be officially opened or created during 2026 Opportunity for additional Spring-based event	Community Collaboration Projects	Reflect authentically on the past Toast the present
3.3	Albany Cultural Food Feast	Have a market place with stands that have Albany's cultural foods, sample sizes for people to taste. A big undercover area, picnic tables, fairy lights, bouncy castle.	4	Dry seasons (summer, early autumn, late spring)	Small Community Events	Toast the present
3.4	Bandicoot Hunt	Have each school in Albany create some Bandicoot sculptures to hide along a discovery trail. Have participants pick up instructions at the Visitors Centre and take a photo of each stage for a reward after returning to the Visitors Centre when completed (earn an Albany themed collectable eg. a coin with an inscription of a bandicoot, whale, the <i>Brig Amity</i> etc.)	4	To be created during early 2026 and continued during the remainder of the year It can remain in part or full as a legacy feature after	Installations/ Exhibitions	Toast the present
3.5	Noongar Cultural Centre	This will be a place that is calming and has educational benefits to learn about Noongar and Aboriginal culture. It will include a six seasons garden with bush tucker, paint a rock and put it in the garden project, read aloud earphones, get free badge on exit, glass dome on the roof and a cafe in the garden area.	10	To be officially opened during 2026 Opportunity for events throughout the year	Permanent Features and Activities	Reflect authentically on the past Toast the present A future where anything is possible
3.6	Paint the Wind	Each windmill painted will feature a design: 1 Schools, 2 Dreamtime stories, 3 Aboriginal, 4 Whales, 5 <i>Brig Amity</i> , 6 Major Lockyer, 7 Farming, 8 ANZAC, 9 Albany 200, 10 Birds - scrub birds, 11 Animals, 12 Plants - native, 13 Flags, 14 Rivers/Harbour, 15 Competition to design one, 16 Misery Beach, 17 Mountain ranges.	5	To be ongoing throughout the year, culminating in a legacy art trail	Installations/ Exhibitions	Reflect authentically on the past Toast the present

NO.	INITIATIVE	DETAIL	SELECTION CRITERIA MET /11	INDICATIVE TIMING	EVENT TYPOLOGY	STRATEGIC OBJECTIVE(S)
3.7	Binalup Bicentenary Beach Blast	A massive beach party which includes multicultural food trucks/vans, light or drone show, band/music, boardwalk/whale watching pods in the side of the cliff/hill. The festival will include beach games, surf comp, fishing comp, sand sculpture competition and/or sculptures. Culture tours along the boardwalk to learn about Noongar language, animals and plants, and what is special about the area. Large blow up pontoon with trampolines on it. Nature trail (boardwalk) with QR codes - Noongar names info about plants and animals.	5	Peak tourism holiday period to maximise attendance.	Large Scale Events	Toast the present
3.8	Path to the Past	Three main murals, a path to each mural with elevated viewing platform, a timeline of the path to the past of Albany - Education of the past, present and future in the murals and information booths.	7	To be created for the beginning of the Bicentenary.	Installations/ Exhibitions	Reflect authentically on the past Toast the present A future where anything is possible
3.9	Music on the Point	Mix of big artists and local artists (Waifs, Bird of Tokyo). Collaboration on song about Bicentenary themes through workshops in schools. Logo/posters designed by students across Albany. Multi-cultural markets on grassed area at Emu Point. Stage on the water. Games developed by Mens Shed/students that reflect Albany icons (students design the icons) - local artists run workshops with youth to design logos and posters.	6	Peak tourism holiday period to maximise attendance.	Large Scale Events	Toast the present
3.10	Two Hundred Flavours Gelato Shop	Bush tucker ice cream, watch a band, big stage to dance on. Noongar art, Aboriginal designed gelato, water feature falls down front of second storey and hits door frame and falls into fish pond and on top storey through a garden river flows, big story with big garden, project movies. Slogan is Two Hundred Flavours for 200 Years. Fairy lights on top storey, people with wheelchairs have lift to top storey, basement is a night club, bathroom on first floor.	5	Peak tourism holiday period to maximise attendance.	Large Scale Events	Toast the present
3.11	Albany Bicentenary Festival	An event with an option of being able to have large groups performing dance, singing, acting, cooking and professional players of sport from Albany for an exhibition match. There would be food trucks showcasing traditional foods.	3	Peak tourism holiday period to maximise attendance.	Large Scale Events	Toast the present
3.12	BINA (meaning 'light')	Two day festival of lights, showcasing Albany's history in the form of an interactive pilgrimage. This festival will be aided by lights projected from the Binalup / Middleton Beach boardwalk to the water. This festival will take place at Binalup / Middleton Beach, with live performances including opera and dance, Dreamtime stories and incorporating Aboriginal and migrant cultures. Opening of the festival will be on an outdoor stage and will be an opera production written and sung in Noongar.	8	Peak tourism holiday period to maximise attendance.	Large Scale Events	Reflect authentically on the past Toast the present

NO.	INITIATIVE	DETAIL	SELECTION CRITERIA MET /11	INDICATIVE TIMING	EVENT TYPOLOGY	STRATEGIC OBJECTIVE(S)
3.13	Museum of Aboriginal Life	A mobile museum about Menang culture, history, seasons, Menang lifestyle, as well as the contemporary culture of the Aboriginal people.	9	Peak tourism holiday period to maximise attendance	Permanent Features and Activities	Reflect authentically on the past Toast the present A future where anything is possible
4. Youth – Individual Ideas						
4.1	Games/Rides	Playing games and going on rides including treasure hunts, team games and fun things for youth to do.	3	Peak tourism holiday period to maximise involvement continuing throughout the year	Small Community Events	Toast the present
4.2	Lighting / Lightshow	Illuminating Albany with lights and projections in the built or natural environment such as trees, water or boulders. These could be static, interactive or performance based.	8	Large scale installations to be in place during peak tourist season(s) Smaller installations to occur at other times in the year Alternatively, one installation with changing themes over the entire year	Installations/ Exhibitions	Toast the present
4.3	Commemorative Item	Fun items to remember the Bicentenary including badges, coins, compass, necklace, stickers etc.	5	Collectibles to be available from the beginning of the Bicentenary celebrations throughout the year	Commemorative Item	Toast the present
4.4	Festival	A large-scale festival that features a range of activities, music, performers, food and has broad-scale appeal. In particular, this includes a film festival, food festival and pride festival.	8	Peak tourism holiday period to maximise attendance	Large Scale Events	Toast the present
4.5	Workshops/ classes/displays	Educational and learning opportunities particularly in relation to Menang culture & traditions, plants, cooking, arts.	10	Throughout the year as appropriate	Small Community Events	Reflect authentically on the past Toast the present A future where anything is possible
4.6	Sporting event	A variety of sporting team and individual events including skating, surfing, interschool carnivals.	3	Throughout the year as appropriate	Small Community Events	Toast the present
4.7	Food stalls/ or food based event	Food based events that includes a range of foods from different cultures including Menang.	3	Dry seasons (summer, early autumn, late spring)	Small Community Events	Toast the present
4.8	Parade	A variety of parades including floats, costumes and representing a diversity of cultures and people.	6	Dry seasons (summer, early autumn, late spring)	Small Community Events	Toast the present
4.9	Musical event	Small or large musical events feature famous bands and singers or local and varied.	5	Large events to occur in the Summer or school holiday periods Small events can occur throughout the year	Large scale events/ Small Community Events	Toast the present
4.10	Sculpture/ Statue	A range of outdoor statues or sculptures, particularly of Major Lockyer or a native animal. It could also be a collaborative school project.	10	To be installed in the early part of 2026	Installations/ Exhibitions	Reflect authentically on the past Toast the present A future where anything is possible

NO.	INITIATIVE	DETAIL	SELECTION CRITERIA MET /11	INDICATIVE TIMING	EVENT TYPOLOGY	STRATEGIC OBJECTIVE(S)
4.11	Public Art	A significant artwork located in the public realm. This would most likely be a mural or series of murals that could adorn the silos, building walls, boulders, trees or the pavement.	10	-	Installations/ Exhibitions	Reflect authentically on the past Toast the present A future where anything is possible
4.12	Walking trail	Improving and adding walking trails in and around Albany with lookouts, that showcases the area and its history. This may include educational/information signage or artwork.	9	To be officially opened during 2026. Usage encouraged throughout the year.	Self Guided Experiences	Reflect authentically on the past Toast the present A future where anything is possible
4.13	Fireworks	A firework show in a public location that is easily viewed and accessible for all.	2	Larger event to occur in the Summer or school holiday periods.	Installations/ Exhibitions	Toast the present.
4.14	Collaborative Artpiece	A work of art created by the community or schools.	10	Throughout the year as appropriate.	Community Collaboration Projects	Reflect authentically on the past Toast the present A future where anything is possible

6.3.4 Initiatives proposed by Key Stakeholders

Many of the key stakeholders are already planning for the Bicentenary and are exploring ways in which they can contribute to the recognition of Albany's deep-rooted history, embedding the Menang culture into their 2026 activities and legacy projects. Priority projects identified in the Key Stakeholder engagement include:

NO.	INITIATIVE	DETAIL (IF PROVIDED)	ORGANISATION	EVENT TYPOLOGY	STRATEGIC OBJECTIVE(S)
5.1	Significant Arts & Culture Event	A signature arts and culture event focusing on the Menang history held in the lead up to the Bicentenary to raise awareness and establish Albany as a major tourism destination for 2026.	Great Southern Development Commission	Large Scale Events	Reflect authentically on the past A Future where anything is possible
5.2	Legacy Infrastructure	A legacy infrastructure project that activates the Albany Waterfront Precinct, connecting the town to the waterfront and bringing activity to the State-owned assets, underutilised land, Southern Ports and the Albany Entertainment Centre. This could be a cultural asset like a cultural playground.	Great Southern Development Commission	Permanent Features and Activities	Toast the Present A Future where anything is possible
5.3	Keeping Place	A 'keeping place' that could concurrently be a meeting place for the Menang community, co-sponsor events and activities	Potential partner – WA Museum	Permanent Features and Activities	Reflect authentically on the past
5.4	Historical Storytelling	Advisory and promotional support for curation of historical storytelling	State Library of WA	Collecting and Recording History	Reflect authentically on the past

7. Potential Economic Impact

7.1 The Impact of Events

Events and festivals can attract significant visitor numbers in regions that traditionally have limited seasonal appeal.

The fixed length of events and festivals encourages visitors to attend, often attracting new visitors that would otherwise not visit a particular region. This extra exposure acts as an indirect form of marketing for the region, offering an opportunity to reach a previously untapped market.

These visitors bring with them new money, further diversifying the economy and subsequently increasing both real and potential revenue generation. It is also important to recognise that events and festivals are attractions that have both drawing power and holding power. They bring in new visitors and assist to keep visitors in the region longer.

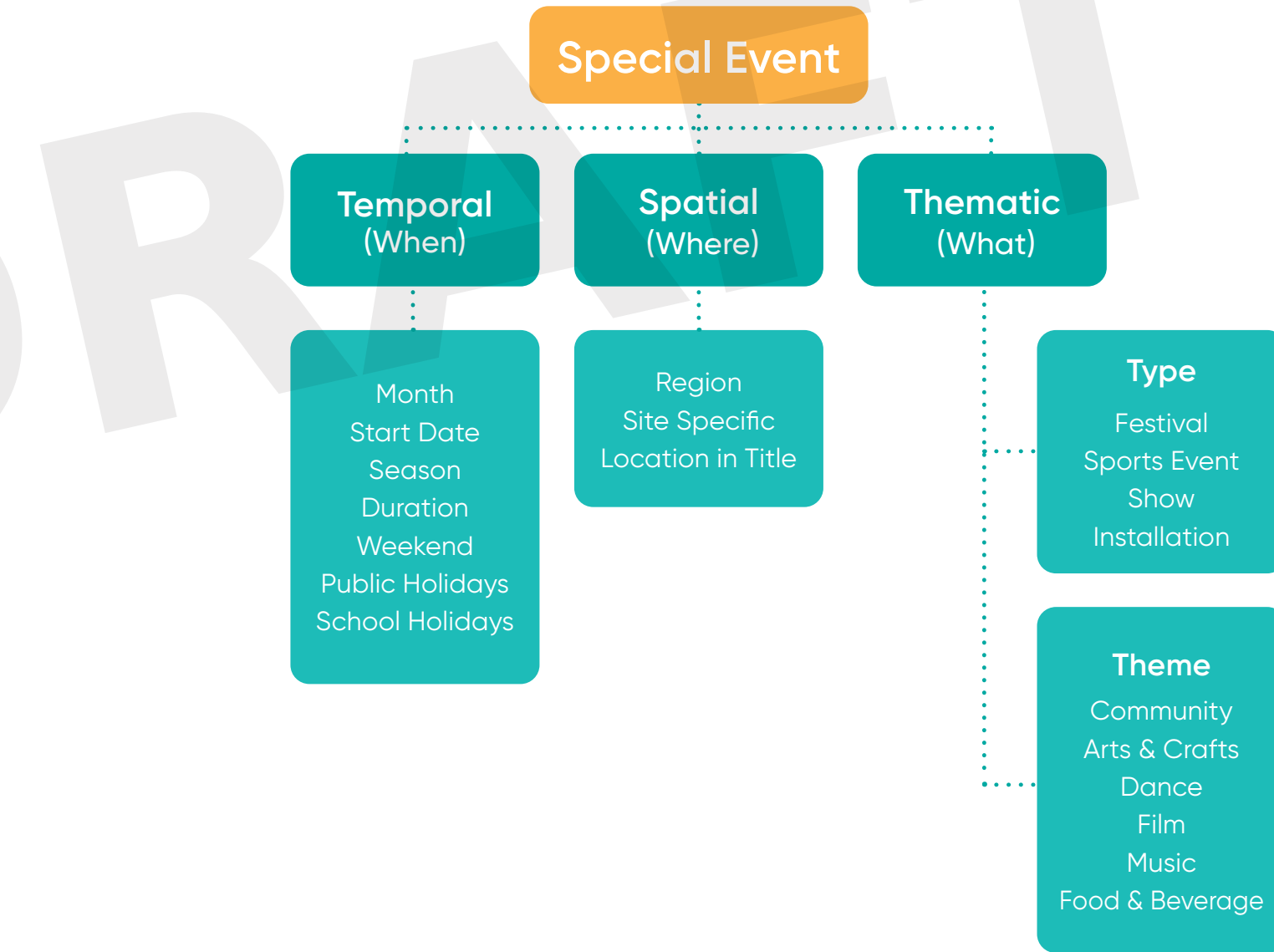
7.2 Event Categorization

Events can range from a one, or two-day sporting event to a month-long festival, or a year-round installation. The types of visitors to these events vary greatly.

Research suggests that participant-based events (e.g. Runners Week) may yield greater expenditure per person than spectator based events (e.g. Jazz Festival). Therefore, the economic impact of events may differ due to the type of event developed, and the market attracted to that event.

The scale of an event has a direct relationship with the scale of the impacts resulting from the event. The scale of impacts such as attendance, media profile, infrastructure, costs and benefits increase along with the scale of the event.

Furthermore, the nature of events can also differ due to the number of venues used during the event. Events can



be all inclusive at one venue or held at many venues throughout a region (e.g. Olympic Games). Multiple venue events are more difficult to evaluate or assess as boundaries become blurred.

A framework for the categorisation of events is useful to classify events in order to assess economic performance against criteria such as the timing of the event, its

location, or its themes. The identification of each of these aspects is important when considering the overall value of an event to the host community.

7.3 Event Impact Types

When reviewing an event, direct and indirect economic impacts are only some of the benefits to be considered. Secondary benefits such as the media attention gained by the host region as a direct result of the event/festival can reap far greater economic rewards in the future. Possible impacts resulting from events include:

TYPE OF IMPACT		IMPACT
	ECONOMIC	<ul style="list-style-type: none"> Increased expenditure Creation of employment Increase in labour supply Increased liveability
	TOURISM/COMMERCIAL	<ul style="list-style-type: none"> Increased awareness of the region as a tourism destination Increased knowledge of the potential for investment and commercial activity in the region Creation of new tourist attractions Increase in accessibility
	PHYSICAL/ENVIRONMENTAL	<ul style="list-style-type: none"> Construction of new facilities Improvement of local infrastructure Preservation of heritage
	SOCIAL/CULTURAL	<ul style="list-style-type: none"> Increase in permanent level of local interest and participation in types of activity associated with event Strengthening of regional values and traditions
	PSYCHOLOGICAL	<ul style="list-style-type: none"> Increased local pride and community spirit Enhanced community connectedness
	POLITICAL/ADMINISTRATIVE	<ul style="list-style-type: none"> Enhanced recognition of region Development of skills among planners

7.4 Event Economic Impact Methodology

There are direct and indirect impacts that events have on the macroeconomy of a region. The direct impact of the event is derived from:

- Audience Expenditure
- Accommodation Expenditure
- Artist & Crew Expenditure
- Organisational Expenditure

In addition to the direct benefits there are significant flow-on economic implications for the region from hosting the proposed activities. These are generally referred to as 'supply chain effects' and include multiple rounds of flow-on effects, as servicing sectors increase their own output and demand for local goods and services in response to the direct change to the economy.

The increase in direct and indirect output would typically correspond to the creation of jobs in the economy. Corresponding to this change in employment would be an increase in the total wages and salaries paid to residents. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. This is referred to as 'the consumption effect'.

Together, supply chain effects and consumption effects constitute the indirect impact.

7.5 Albany Bicentenary Economic Impact Potential

With view to providing 'order of magnitude' economic impact guidance in relation to the year long series of events for the Bicentenary, the economic impact of several events of different scopes and scales were analysed.

As the event schedule for the Bicentenary is yet to be agreed to it is difficult to estimate the overall economic impact that might be expected for Albany. The impact noted for each of the event types provides a guide of the anticipated outcome, given adequate

marketing and sufficient tourism infrastructure and accommodation availability.

The types of events that were considered included;

- A hallmark event (six days) with significant interstate and moderate international appeal
- A major festival (three days) with significant intra-state and moderate interstate/international appeal
- A medium sized event (two days) with moderate intra-state appeal
- A small, localised event (one day) with limited regional appeal
- A significant art installation and associated side events over an extended time period with significant intra-state, moderate inter-state and limited international appeal
- A small immersive art installation (two days) with limited intra-state appeal

The summary of the economic impact for each of these events is shown on the next page.

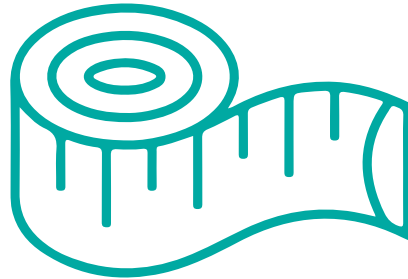
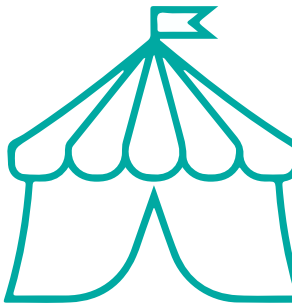

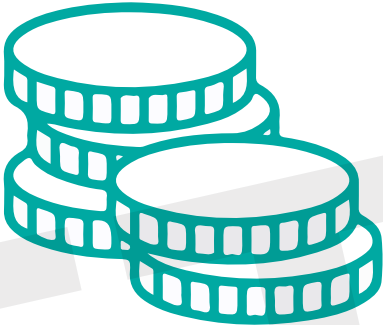
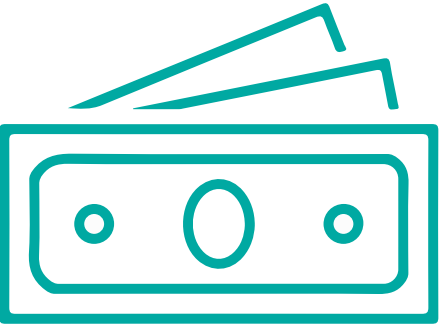
7.6 Additional Considerations

Whilst each event type on its own represents an input to the economy, the closer events are to each other, the more the economic impact is diluted and distributed between the events. This suggests that in order to maximise the economic impact of major and hallmark events they should be sufficiently separated to draw a different pool of visitors, rather than attract the same visitors several times in the same timeframe.

While large events will have significant interstate and some international attraction potential the need to distribute smaller and community-based events and/or those events that occur within off-peak periods remains, as there is risk of 'attendance fatigue'.

The notion of 'attendance fatigue' is less likely during peak holiday periods when a series of smaller events allows for greater choice and creates an atmosphere of festivity, as well as having the potential to extend a visitor's length of stay and spend in Albany.

7.7 Potential Economic Impact

SCALE OF EVENT	TYPE OF EVENT	VISITORS	DIRECT IMPACT	TOTAL IMPACT
 Major Event	 Festival (Minimum three days)	 20,000 - 25,000	 \$17M - \$18M	 \$30M - \$35M
Medium Event	Market & Performances (two days)	10,000 - 15,000	\$450K - \$550K	\$900K - \$1M
Small Event	Performance (one day)	2,000 - 3,000	\$150K - \$200K	\$275K - \$400K
Small Installation	Immersive Art (one day)	1,000 - 1,500	\$70K - \$75K	\$175K - 185K
Major Installation	Art Installation & Events (seven months)	185,000+	\$24M - \$25M	\$43M - \$45M



8. Recommended Next Steps

1. Thank You Communications

Following the adoption of the Strategic Plan, communicate with all 'active' participants as well as passive contributors with a formal thank you as a minimum to the Albany Advisory Group members, Reference Group participants, key stakeholders, schools and youth and community more broadly.

2. Prepare a Communications Plan

Prepare a communications campaign plan as a lead up to the Bicentenary year.

3. Milestone Communications

At key stages in the planning program communicate with all 'active' participants as well as passive contributors, to acknowledge participation, advise of project progress, raise further awareness of the Bicentenary project and advertise 'Call to Action'. Leverage social media, local community networks (including schools), local print media and national media.

4. Update Project Governance

The project is moving into detailed design and operational stages, therefore adapting the current governance structure is required to ensure the right project partners, stakeholders and community are part of these activities. The Strategic Plan outlines a recommended approach and role, however more formal terms of reference should be prepared to assist with guiding the development of each group. It is also recommended that the composition of each of these groups be a combination of both direct invitation and calling for expressions of interest.

5. Resourcing

Critical to the success of this project is enhancing the current resources available to the City to move forward. Additional resources will be required beyond that currently in place. A resourcing brief with identified skill sets is recommended to be prepared alongside sourcing funding. This will include options for both internal and external resourcing.

6. Annual Calendar of Events

The City has an extensive existing calendar of events in addition to other events and activities that are facilitated by third parties. With the additional Bicentenary Key Initiatives, the Bicentenary has the potential to dilute all activities and events during 2026. As a first step a comprehensive calendar of events and activities for Albany and surrounding districts needs to be prepared. Further decisions will need to be made as to which events are enhanced to form part of the Bicentenary and which may need to be put on temporary hold. Reference to the selection criteria contained within this Plan are recommended to assist with decision making. Ideally the broader community and third-party event organisers would be invited to log or register their events as part of the year long calendar.

7. Funding

The Strategic Plan and Prospectus will be used to attract funding. A number of approaches will need to be considered however in the first instance the Prospectus will focus on directing funding toward key events, activities or initiatives as agreed to by the City. Given the complexity around the ongoing programming and key initiative operational planning the first option would be to seek funding via the State Government, Lotterywest, Federal Government and private sector. A partnership approach to sourcing funding is proposed alongside key potential project partners. Willingness exists with some stakeholders to contribute to and support funding submissions.

8. Community driven events, activities or initiatives

It is likely that individuals, community or other organisations other than the City and its partners will want to host their own events. To assist these groups to participate, the City should establish a separate Bicentenary Grant Fund. A formal application process would be developed to gain access to the grants.

9. Continued Engagement

A good level of momentum was gained through the Strategic Plan Engagement that should be maintained through to 2026. There are a number of gaps identified as part of the engagement findings. It is recommended that further engagement with the Menang Elders and community, minority ethnic groups and young people be undertaken.

10. Development of a Bicentenary Youth Group

To facilitate the ongoing involvement of young people, early liaison with schools to 'build' into the school curriculum is recommended, with group meetings with the Bicentenary Curation Team to be held once a term each year up to and until the Bicentenary.



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