



AGENDA

SPECIAL COUNCIL MEETING

Tuesday 20 December 2022

6.00pm

City of Albany
Council Chambers

CITY OF ALBANY COMMUNITY STRATEGIC PLAN (ALBANY 2023)



NOTICE OF A SPECIAL COUNCIL MEETING

His Worship the Mayor and Councillors

A Special Meeting of Council for the City of Albany will be held on Tuesday 20 December 2022 commencing at 6.00pm in the Council Chambers, North Road, Yakamia.

The purpose of the meeting is to consider:

SCM029: Ward and Representation Review 2022

SCM030: Bicentenary Strategic Plan

And

Have the Councillor Elect for the West Ward make their Declaration.

Andrew Sharpe
CHIEF EXECUTIVE OFFICER

SPECIAL COUNCIL MEETING
AGENDA – 20/12/2022

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SPECIAL COUNCIL MEETING
AGENDA – 20/12/2022

1. **DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS:**

The Councillor Elect for West Ward will make their declaration witnessed by WAPOL Superintendent Paul Coombes.

2. **OPENING PRAYER:**

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

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

We would also like to pay respect to Elders past, present, and emerging”.

3. **RECORD OF ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE (PREVIOUSLY APPROVED):**

Mayor	D Wellington
Councillors:	
Breaksea Ward	P Terry
Breaksea Ward	A Cruse
Frederickstown Ward	G Stocks
Frederickstown Ward	M Traill
Kalgan Ward	M Benson-Lidholm JP
Vancouver Ward	J Shanhun
Vancouver Ward	D Baesjou
West Ward	S Smith
West Ward	Councillor Elect
Yakamia Ward	R Sutton
Yakamia Ward	C Thomson
Staff:	
Chief Executive Officer	A Sharpe
Executive Director Corporate and Commercial Services	M Gilfellow
Executive Director Infrastructure, Development & Environment	P Camins
Executive Director Community Services	N Watson
Meeting Secretary	J Williamson
Apologies:	
Kalgan Ward	T Brough (Leave of Absence)

4. **DECLARATIONS OF INTEREST:**

Name	Report Number	Nature of Interest

5. **PUBLIC QUESTION AND STATEMENT TIME**

SCM029: WARDS AND REPRESENTATION REVIEW 2022

Land Description	: All Wards
Proponent / Owner	: City of Albany.
Attachments	: <ul style="list-style-type: none">• Review of Wards and Representation Discussion Paper 2022• Summary & Analysis of Submissions• Memorandum to Chief Executive Officers-Local Government Reforms-Election Transition Arrangements
Report Prepared By	: Senior Team Leader (J Williamson) Manager Governance & Risk (S Jamieson)
Authorising Officer:	: Chief Executive Officer (A Sharpe)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - **Pillar:** Leadership.
 - **Outcomes:** A well-informed and engaged community.

In Brief:

- Consider community submissions and the proposed recommendation to be given to the Local Government Advisory Board (LGAB).

RECOMMENDATION

**SCM029: AUTHORISING OFFICER RECOMMENDATION 1
VOTING REQUIREMENT: ABSOLUTE MAJORITY**

THAT:

1. It be **NOTED** that Council has previously resolved to take the voluntary pathway to reduce elected representatives in a staged reduction.
2. In accordance with Schedule 2.2(9) of the *Local Government Act 1995* it is recommended to the Local Government Advisory Board that:
 - (a) The number of elected representatives be reduced to eight (8) with a phased reduction over the next two Ordinary Local Government Elections in 2023 and 2025.
 - (b) The Mayor be elected by a popular vote by electors in accordance with Local Government Reform.

**SCM029: AUTHORISING OFFICER RECOMMENDATION 2
VOTING REQUIREMENT: ABSOLUTE MAJORITY**

THAT in accordance with Schedule 2.2(9) of the *Local Government Act 1995* it is recommended to the Local Government Advisory Board that Council abolish all ward boundaries.

BACKGROUND

2. At the Ordinary Council Meeting held on 25 October 2022, Council resolved to:
 1. *Endorse the Review of Wards and Representation Discussion Paper 2022 for the purpose of seeking public submissions.*
 2. *NOTE that a further report will be presented to Council following completion of the statutory public consultation process as required by Schedule 2.2 of the Local Government Act 1995.*
 3. *NOTE that any changes to wards and representation are required to be finalised no later than 14 February 2023.*
 3. *ADVISE the Minister for Local Government that the City of Albany will be participating in the Voluntary Pathway to local government reform no later than 28 October 2022.*

Previous Ward Review

4. The last Ward and Representation Review was conducted by the City in 2014.
5. That review resulted in the retention of six wards, each represented by two elected members.
6. Changes to ward boundaries were implemented to accommodate the councillor to elector ratio of no more than plus or minus ten percent.
7. To accommodate the councillor to elector ratio meant that suburbs were split, and major roads and other significant topographical features were not used to delineate ward boundaries, resulting in ward boundaries that are not readily identifiable to electors.
8. The current ward system and representation levels are as follows:

Ward	No. Electors	No. Councillors	Councillor: Elector Ratio	%Ratio Deviation
Breaksea	4361	2	1:2180	6.28%
Frederickstown	4522	2	1:2261	2.28%
Kalgan	4819	2	1:2409	-3.56%
Vancouver	4936	2	1:2468	-6.08%
West	4725	2	1:2362	-1.54%
Yakamia	4556	2	1:2278	2.09%
Total	27,919	12	1:2326	

Table 1: Current Representation Levels (2021 election)

A negative % deviation indicates that the ward is under-represented and a positive % deviation indicates that the ward is over-represented.

Councillor Representation Comparison with other Local Governments

9. The following table provides an overview of regional local governments Councillor to elector ratios.

Local Government	Population	Size (Square Km)	Wards	No. Councillors	No. Electors	Cr:Electors Ratio
Capel	18,161	558	0	8	12,203	1:1525
Harvey	28,299	1,728	0	12	19,644	1:1637
Kalgoorlie	30,053	95,498	0	12	16,849	1:1404
Geraldton	39,489	12,626	0	11	27,578	1:2507
Bunbury	32,987	66	0	12	23,694	1:1974
Albany	40,115	4,310	6	12	27,099	1:2258
Busselton	41,041	1,455	0	8	29,852	1:3731
Mandurah	93,414	174	4	12	66,190	1:5515

Table 2 – Local Government Comparison

**Mayors and Presidents not included in ratios.*

**Number of electors current as at 16 October 2021.*

**Square kilometres have been rounded to the nearest whole number.*

DISCUSSION

10. Statutory advertising commenced on 27 October 2022 with public submissions accepted up to 5.00pm 08 December 2022.
11. At the close of the submission period, 25 submissions had been received.

A: Local Government Reform (Voluntary Pathway to Reform)

12. The City of Albany has chosen to take the Voluntary Pathway option, as per the resolution of Council on 25 October 2022 (refer to paragraph 2 of this report).
13. The Minister was advised in writing of Council's decision prior to the deadline of 28 October 2022, which acknowledges that no extension to dates specified in the Voluntary Pathway option will be possible.
14. Therefore, this review has applied the proposed local government reforms, noting that the City's population, excluding the popularly elected Mayor, limits the number of elected representatives, to:
- a minimum of four (4); and
 - a maximum of eight (8).
15. The review also acknowledges the alternative to taking the Voluntary Pathway to reform, using the Reform Election Pathway, where any changes to representation levels will result in all seats being declared vacant at the 2023 Ordinary Local Government Election, and any existing ward systems and boundaries being abolished.
16. The number of vacancies at that election will be in accordance with reform proposals.
17. For Band 1 and Band 2 local governments, the newly elected Council would then consider whether to establish new wards through a future Ward and Representation Review.
18. Band 3 and Band 4 local governments will no longer have wards under the reforms.
19. For the City of Albany this means:
- Reducing the number of vacancies for the 2023 Ordinary Local Government Election from six to four (a total of ten elected members serving on Council in 2023-24); and
 - Reducing the number of vacancies for the 2025 Ordinary Local Government Election from six to four (a total of eight elected members from 2025 onward).

B: Effects of the Reduction in Elected Member Representation within the Current Ward System

20. The current ward system of six wards, each with two representatives, meets the requirements of the plus or minus ten percent councillor to elector ratio prescribed by legislation.
21. However, with the reduction in elected members to ten following the 2023 Ordinary Local Government Election, and eight following the 2025 Ordinary Local Government Election, the current ward boundaries will be unable to meet the councillor to elector ratio.
22. The Discussion Paper does not propose any options for retaining the current ward structure as the ward boundaries would require very significant changes to accommodate the required councillor to elector ratio, and some wards may need to be represented by differing numbers of elected representatives. For example: some wards may have more electors with two representatives and some wards may have less electors with one representative.
23. Additionally, there would need to be further significant ward boundary and representation changes following the 2025 Ordinary Local Government election when the number of councillors will reduce to eight.
24. Retaining the six-ward structure will also make it difficult to satisfactorily meet the other formal assessment factors of community of interest, physical and topographical features, demographic trends or economic factors.

C: Community Submissions

Response to Numbers of Elected Representatives

25. Response to the number of Elected Representatives, favoured eight (8) elected representatives (19 out of 24).
26. The Discussion Paper included information regarding local government reforms and the introduction of tiered limits on the number of elected representatives based on the population of local governments.
27. Council resolved to take the voluntary pathway to reform by reducing the number of elected representatives from twelve to eight by reducing vacancies in the 2023 and 2025 Ordinary Local Government elections.
28. One submission received did not specify any number of elected representatives.
29. The graph below summarises the responses (24) received regarding numbers of elected representatives:

Answer Choices	Responses	Percentage
4 Elected Representatives	2	
5 Elected Representatives	0	
6 Elected Representatives	1	
7 Elected Representatives	1	
8 Elected Representatives	19	
12 Elected Representatives	1	
Total	24	

Table 3: Preferred Number of Elected Representatives

Response to Ward Options

30. Twenty-Five (25) submissions were received regarding representation designated by wards or no wards.
31. The table below summarises those submissions:

Answer Choices	Responses	Percentage
Wards (Option 1A or 1B)	7	
No Wards (Option 2)	14	
Other Ideas (Option 3)	4	
Total	25	

Table 4: Response to Ward Options

D: Summary of Public Submissions

32. Submissions were received in hard copy, via webform from the City’s website and by email.
33. A total of 25 submissions were received by the closing of the submission period at 5.00pm on Thursday 08 December 2022.

Current Wards	No. of Submissions Received	Representation No. of Councillors					No Wards	Ward Option 1A	Ward Option 1B	Wards-Other Options
		4	5	6	7	8				
Breaksea	3				1	1	2		1	
Frederickstown	4	1				3	2	1		
Kalgan	3					3	2			2 Rural Wards-East and West
Vancouver	5					4	1	1	1	<ul style="list-style-type: none"> Retain 6 wards Retain 12 councillors 4 wards defined by suburb and compatible land use Ward Names- Mokare and Collie
West	5			1		4	3		2	
Yakamia	2					2	2			
Suburb not given	3	1				2	2		1	4 wards
Total	25	2		1	1	19	14	2	5	

Table 5: Summary of Public Submissions

GOVERNMENT & PUBLIC CONSULTATION

34. The Ward and Representation Review Discussion Paper was made publicly available on Thursday 27 October 2022.
35. The Discussion Paper, including the submission form, was made available on the City's website, and hard copies were available from the City of Albany Library and Administration Centre.
36. Submissions were invited via the City's website through webform, by email or hard copy.
37. Advertisements were placed in the Albany Advertiser from 01 November 2022 to 08 December 2022 inclusive.

Community Engagement

Type of Engagement	Method of Engagement	Engagement Dates	Participation (Number)	Statutory Consultation
Inform	Social Media, Newspapers, City website	Public Submission period opened on 27/10/2022 and closed at 5.00pm on 08/12/2022.	25	Yes.

STATUTORY IMPLICATIONS

38. In accordance with Schedule 2.2 Clause 6(1) of the *Local Government Act 1995* local governments which have a ward system are required to review their ward boundaries and representation no more than every eight years.
39. The review must comply with the requirements of clause 7 of Schedule 2.2 of the *Local Government Act 1995*.

The Review Process

40. The review process follows:

	Existing Requirements / Actions
1	25 October 2022: Council resolved to endorse the Review of Ward Names, Boundaries and Councillor Representation Levels Discussion Paper, and initiate the ward and representation review process.
2	27 October 2022: Council advertises that it is conducting a review and the public submission period opens for a minimum of six weeks. The discussion paper is made available to the community for consideration and public submissions are invited.
3	08 December 2022: Public Submission period closes.
4	Council assesses all submissions, considers options for change against the relevant factors to be considered.
5	Council considers the formal report presented by staff on the outcome of the public submissions and any proposed ward and/or boundary changes.
6	Council resolves to adopt the report to the Local Government Advisory Board.
7	The preferred option is submitted to the Local Government Advisory Board for the Board's consideration and recommendation no later than 14 February 2023 .
8	The Local Government Advisory Board considers the Council's review report, and a recommendation is submitted to the Minister, which can either be accepted or rejected.

Reaching a Decision

41. Following consideration of submissions, any other community input and assessment of any other driving factors, Council is required to justify why a particular option has been chosen as the best one for the local government district.
42. In making a recommendation, Council must propose the making of orders under various sections of the *Local Government Act 1995*.

POLICY IMPLICATIONS

43. There are no direct policy implications related to this report.

RISK IDENTIFICATION & MITIGATION

44. The risk identification and categorisation rely on the City's Enterprise Risk and Opportunity Management Framework.

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Reputation. <i>Submissions are not considered which may cause community dissatisfaction.</i>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<i>All submissions are submitted for review and consideration.</i>
Operational. <i>A recommendation is not made to the Local Government Advisory Board prior to 14 February 2023.</i>	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	<i>Ensure that timeline is met in order to provide a recommendation to the LGAB prior to the 14/02/2023.</i>

FINANCIAL IMPLICATIONS

45. There are no financial implications associated with finalising the review process as this has been accommodated within existing budget lines and existing staff resources.
46. There are financial implications associated with a reduction in elected representation, with a reduction in councillor allowances and associated expenses.
47. Any changes to ward boundaries or representation for future local government elections will be implemented through the Department of Local Government and the WA Electoral Commission.

LEGAL IMPLICATIONS

48. There are no legal implications related to this report.

ENVIRONMENTAL CONSIDERATIONS

49. There are no direct environmental considerations related to this report.

ALTERNATE OPTIONS

50. Options are detailed in the "Summary and Analysis of Submissions" attachment.
51. Council may choose any of the options detailed in the attachment or propose a different option, noting that any recommendation to retain a ward structure should:
 - a. Meet the expectation of LGAB that local governments will have similar ratios of electors to councillors across the wards of its district to ensure balanced representation; and
 - b. That a ward structure will have the flexibility to accommodate the phased reduction in elected representation from 12 to eight over the next two election cycles.

CONCLUSION

52. Based on the submissions received from the community, and the local government reforms to be implemented in 2023, it is recommended that Council resolve to:
- a. Abolish all ward boundaries;
 - b. Reduce the number of elected representatives to 8 with a phased reduction over the next two Ordinary Local Government Elections in 2023 and 2025;
 - c. The Mayor be elected by a popular vote by electors; and
 - d. Make those recommendations to the Local Government Advisory Board no later than 14 February 2023.

Consulted References	:	<ul style="list-style-type: none"> • <i>Local Government Act 1995</i> • <i>DLG Guideline: Review of Wards and Representation for local governments with a ward system.</i>
File Number (Name of Ward)	:	GO.BOU.1 (All Wards)
Previous Reference	:	OCM 24/03/2015 Report Item CSF153

SCM030: ALBANY BICENTENARY STRATEGIC PLAN

Attachments	: Albany Bicentenary Strategic Plan Summary of Feedback and Actions Minutes of Albany Bicentenary Advisory Group (25/11/22)
Report Prepared By	: Bicentenary Coordinator (B Findlay), Manager Community Relations (L Paterson)
Authorising Officer:	: Executive Director Community Services (N Watson)

STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the City of Albany Strategic Community Plan or Corporate Business Plan informing plans or strategies:
 - **Pillar:** People
 - **Outcome:** A diverse and inclusive community.
 - **Objective:** Grow recognition and respect for local Indigenous cultures.
 - **Outcome:** A happy, healthy, and resilient community
 - **Objective:** Grow participation in art, culture and community events.
 - **Objective:** Grow community capacity and belonging through volunteering.
 - **Pillar:** Place
 - **Outcome:** Local history, heritage and character is valued and preserved.
 - **Objective:** Identify, preserve and showcase significant local history and heritage.
 - **Pillar:** Prosperity
 - **Outcome:** A highly sought-after tourist destination.
 - **Objective:** Create a competitive and sustainable tourism offer.
 - **Pillar:** Leadership
 - **Outcome:** Proactive, visionary leaders who are aligned with community needs and values
 - **Objective:** Provide strong, accountable leadership.

In Brief:

- The Albany Bicentenary Strategic Plan has been informed by a thorough community consultation process endorsed by Council. The strategic plan has been supported by the Albany Bicentenary Advisory Group and provides a blue-print for decision-making and guidance in the lead-up to the Bicentenary in 2026.
- The Plan is intended to be 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.
- The Albany Bicentenary Strategic Plan is recommended to Council for adoption.

RECOMMENDATION

SCM030: AUTHORISING OFFICER RECOMMENDATION VOTING REQUIREMENT: SIMPLE MAJORITY

THAT the Albany Bicentenary Strategic Plan be ADOPTED.

BACKGROUND

2. In 2021 the City received \$270,000 from the Building Better Regions Fund towards the development of a strategic plan, implementation plan and marketing plan for the Albany Bicentenary.
3. Council endorsed a governance model at the Ordinary Council Meeting of 24 August 2021 (Resolution CCS365) to provide a framework to progress planning and community consultation for the Bicentenary.
4. This governance model established a high-level Albany Bicentenary Advisory Group (ABAG) comprising key Federal, State, and local stakeholders and three dedicated reference groups representing Menang-Noongar (a function performed by the Albany Aboriginal Heritage Reference Group), Community, and Commercial & Industry.
5. Through an RFQ process, the City engaged consultants to develop and deliver an extensive community and Menang-Noongar engagement program, and subsequently develop a strategic plan and prospectus.
6. Element, under principal Cath Blake-Powell, were appointed as lead consultants with responsibility for delivery of the broad community engagement program, a strategic plan and prospectus.
7. Paramount Projects, under James Butterworth and Mandy Gadsdon, were engaged to facilitate consultation with the Menang-Noongar community to inform the cultural component of a strategic plan.
8. Officers have kept Elected Members briefed throughout this process. This has included several recent presentations and discussions on the draft strategic plan, with Elected Member feedback incorporated into the final version presented for consideration with this report.

DISCUSSION

9. The Bicentenary is a strategic priority for the City, presenting an opportunity to elevate Albany's standing and reputation as a cultural destination in regional Australia.
10. Extensive community consultation including with the Menang-Noongar community has informed the Strategic Plan (refer to Government and Public Consultation section of this report for further details).
11. The strategic plan presents a vision and preferred model for the Bicentenary, identifying the priority objectives for delivery of a successful Bicentenary, and three key themes that focus on the past, present and future.
12. It provides a blueprint for decision-making and guidance in the lead up to the Bicentenary in 2026 and is intended as a guide only, with built-in flexibility for the City to adapt where necessary as more updated and relevant information emerges over the upcoming three years of planning.
13. The Bicentenary is a once-in-a-lifetime anniversary with the potential to deliver economic and cultural development, and tourism and reconciliation outcomes for the region.
14. Importantly, the strategic plan has identified the opportunity for Albany's 2026 Bicentenary to set the benchmark for contemporary place anniversaries across the State and Nationally.
15. A key priority which emerged across the consultation was the need for the Bicentenary to be curated in such a way that programming is sensitive to the variety of experiences and histories which make up the story of Albany, particularly Albany's Menang-Noongar community.
16. Reflecting authentically on the past and acknowledging that the milestone is not solely a celebration of European colonisation, but also an opportunity for truth-telling, reconciliation and commemoration was important to the community.

17. Albany's success in achieving this is considered essential to the success of Perth's Bicentenary in 2029 and will require funding support from government and other partners to ensure the City has the capability and capacity to meet expectations.
18. Timelines for planning an ambitious program and achieving funding are critical and the adoption of the strategic plan will support the City and its stakeholders to progress with a clear purpose.
19. Following adoption of the strategic plan, a prospectus will be finalised. These documents will then be used to inform the next phase including a revised governance model, development of a marketing strategy, implementation plan and other deliverables identified from 2023 – 2026, inclusive of the Bicentenary year.

GOVERNMENT & PUBLIC CONSULTATION

20. The Bicentenary Strategic Plan is informed by an extensive community engagement program run from June-October 2022 and confirmed by a period of public comment.
21. Consultation utilised a variety of platforms including face-to-face workshops, online visioning tools, an amateur photo competition, youth symposium, one-on-one meetings, stakeholder round tables locally and in Perth, surveys, and pop ups at local markets to ensure as many people as possible had opportunity to provide input.
22. Engagement activities undertaken from June – October 2022 included:
 - 5 x themed community workshops;
 - Pop-up at Albany Farmers Market and Boatshed Markets;
 - 4 x meeting of Menang-Noongar reference group (via AHRGAC);
 - 3 x open Menang-Noongar community meetings;
 - Presentation at Art After Dark;
 - 1 x community open house;
 - 1 x youth symposium;
 - 4 x meetings of Community and the Commercial & Industry reference groups;
 - 1 x combined meeting of all reference groups (during public comment period);
 - Online visioning tool 'tell us your big idea';
 - Amateur photo competition;
 - Aboriginal survey & youth survey;
 - Stakeholder roundtable – Perth;
 - Stakeholder roundtable – Albany; and
 - One-on-one conversations with key stakeholders and interested parties in person and online.
23. The consultation activities were widely advertised across City platforms, traditional and social media and through personal invitations to attract a broad cross-section of the community and ensure everyone was invited to provide input into the project.
24. More than 1,000 people engaged with one or more of the activities across the engagement program, with 110 students between years 6-11 attending the youth symposium alone.
25. Following community consultation, the strategic plan was drafted and published for a four-week period of public comment from Friday, October 28 – Monday, November 21, 2022.
26. Feedback during the public comment period was sought through an online submission form, comment section, direct email to the Bicentenary Coordinator, and a combined meeting of the reference groups.

27. All feedback was collated and where relevant addressed and presented to the Albany Bicentenary Advisory Group for further feedback and guidance on the proposed changes to the strategic plan.
28. The strategic plan was supported by ABAG for presentation to Council subject to the agreed changes being incorporated into the final version. ABAG members have been provided with a copy of the strategic plan reflecting the revisions determined at the meeting of November 25, 2022, and no further amendments have been requested.

STATUTORY IMPLICATIONS

29. Nil

POLICY IMPLICATIONS

30. Nil

RISK IDENTIFICATION & MITIGATION

31. The risk identification and categorisation rely on the City's Enterprise Risk and Opportunity Management Framework.

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
Financial. <i>Risk: Without a strategic framework for the Bicentenary there is reduced opportunity for investment within the timeframe required for delivery.</i>	Possible	Severe	High	Adoption of the Albany Bicentenary Strategic Plan will provide a framework to leverage funding.
Reputational <i>Risk: Albany's Bicentenary outcomes do not meet stakeholder and community expectations.</i>	Possible	Moderate	Medium	Work with stakeholder and industry groups to support implementation of the strategic framework, which has been informed by stakeholders & community.
Community. <i>Risk: The Bicentenary Strategic Plan is considered by the community, or certain sectors of the community, to not accurately reflect their ideas and aspirations.</i>	Possible	Moderate	Medium	The Bicentenary Strategic Plan is founded in an extensive community engagement program utilising various methods. The Plan and its content has been confirmed by a period of public comment.
Operational <i>Risk: Objectives of the Albany Bicentenary Strategic Plan are not met in the recommended timeframes.</i>	Possible	Moderate	Medium	Establish a new governance model to have oversight of the implementation, noting that progress will be influenced by factors such as funding and/or budget availability, Council priorities and capacity, and levels of stakeholder and/or community support.
Opportunity: Provide strategic direction for delivering a Bicentenary in Albany that sets a benchmark for contemporary place anniversaries.				

FINANCIAL IMPLICATIONS

32. The delivery of the Bicentenary Strategic Plan is fully funded.
33. While there are no direct financial implications arising from the development of the strategic plan, recommendations and projects arising as a result of the plan will require funding.
34. Funding for flagship projects will need to be secured as a priority for these projects to be realised during the 2026 Bicentenary year.

35. Implementation of the document strategies will be influenced by factors such as funding/budget availability, Council priorities and capacity, and levels of stakeholder/community support.
36. Currently the City has one dedicated FTE for this project, and the Manager Community Relations has provided additional support and oversight of the strategic planning process.
37. For a project of the scale of the Bicentenary alongside the current program of events currently managed by the City, the strategic plan recommends additional resourcing to progress curation and assist with implementation of the various initiatives.
38. Further consideration of the resourcing needs and costs will be assessed as part of existing and future budget allocations and discussed further with Council.
39. The strategic plan and subsequent prospectus will be a valuable tool to leverage funding opportunities for the Albany Bicentenary.

LEGAL IMPLICATIONS

40. There are no legal implications related to this item.

ENVIRONMENTAL CONSIDERATIONS

41. There are no direct environmental considerations arising directly from the Bicentenary Strategic Plan.
42. The plan contains detail of environmental initiatives identified by the community and which may be pursued as part of the project in future stages.

ALTERNATE OPTIONS

43. Council may choose not to adopt or to defer the Albany Bicentenary Strategic Plan and provide further feedback for inclusion and reconsidering at a future date. However, this could result in delaying discussions with potential funding partners and progressing the project into the curation and implementation phase.

CONCLUSION

44. The Bicentenary Strategic Plan has been informed by a thorough community consultation program that was supported by Council and confirmed through a period of public comment.
45. It has undergone a process of review that has involved officer review, Elected Member feedback, a public comment period, and feedback from reference group members and the Albany Bicentenary Advisory Group.
46. City officers and the City’s lead consultant element are confident the strategic plan represents the aspirations for 2026 that community and stakeholders expressed during the engagement process.
47. Timing is now critical around pitching to potential funding partners to deliver on the aspirations detailed in the strategy and progressing planning for the Bicentenary.

Consulted References	:	Albany Bicentenary Strategic Plan
File Number (Name of Ward)	:	All Wards
Previous Reference	:	SCM 10/02/2021 Resolution SCM022 OCM 24/08/2021 Resolution CCS465

6.0 CLOSURE OF MEETING