



MINUTES

of the

ALL PURPOSE COMMITTEE MEETING

Held at 6:30PM

on

15 OCTOBER, 2018

in the

Councillor's Conference Room

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1 DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS

The Chairman declared the meeting open at 6:30pm welcoming those present.

2 RECORD OF ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

IN ATTENDANCE:

Cr Allan Pental
Cr Deborah Botica
Cr Gary Brown
Cr Suzie Williams
Cr Glenn Wilson
Cr Natalie Coxon
Cr Pam O'Donnell
Cr Nardia Turner
Cr Linden Brownley

MEMBERS OF STAFF:

Mr Stuart Devenish	General Manager Infrastructure & Environment
Mrs Holly Phillips	General Manager City Living
Ms Jessica Shilton	Tourism and Attraction Coordinator
Ms Tracey Luke	Governance Officer

VISITORS:

Nil

PRESS:

Nil

APOLOGIES – ELECTED MEMBERS:

Mayor John Bowler
Cr Lisa Malicky
Cr Laurie Ayers
Cr Mandy Reidy

APOLOGIES – MEMBERS OF STAFF:

CEO John Walker
Ivana Castle

LEAVE OF ABSENCE:

Nil

3 PETITIONS/DEPUTATIONS/PRESENTATIONS

PRESENTATION BY VERONICA DOBNER - KALGOORLIE- BOULDER VISITOR'S CENTRE

PRESENTATION BY TIM OWEN, DAVID LESZENKO, XAVIER MAMET - STEP UP STEP DOWN

4 DECLARATIONS OF MEMBERS' AND OFFICERS' INTEREST

4.1 INTEREST AFFECTING IMPARTIALITY CITY OF KALGOORLIE-BOULDER CODE OF CONDUCT

Nil

4.2 FINANCIAL INTEREST LOCAL GOVERNMENT ACT SECTION 5.60A

Cr Linden Brownley declared a Financial Interest in item 8.1.1 of the agenda as he operates a business out of the Visitors Centre.

4.3 PROXIMITY INTEREST LOCAL GOVERNMENT ACT SECTION 5.60B

Nil

5 CONFIRMATION OF MINUTES

MOVED BY: CR SUZIE WILLIAMS

SECONDED BY: CR LINDEN BROWNLEY

[Minutes of All Purpose Committee Meeting held on 17 September 2018](#)

That the minutes of the All Purpose Committee meeting held on 17 September 2018 be confirmed as a true record of that meeting.

**CARRIED
(9/0)**

6 URGENT BUSINESS APPROVED BY THE PERSON PRESIDING OR BY DECISION

Nil

7 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

8 REPORTS OF OFFICERS

8.1 GENERAL MANAGER – CITY LIVING

8.1.1 KALGOORLIE BOULDER VISITOR CENTRE FUNDING PROPOSAL

Cr Linden Brownley left the room at 7:47 pm.

Responsible Officer: Holly Phillips
General Manager City Living

Author: Jessica Shilton
Tourism and Attraction Coordinator

Disclosure of Interest: Cr Linden Brownley declared a Financial Interest

VOTING REQUIREMENTS

Simple

OFFICER/COMMITTEE RECOMMENDATION

MOVED BY: CR GLENN WILSON
SECONDED BY: CR GARY BROWN

That the Committee:

- 1. Receive the report on the Kalgoorlie Boulder Visitor Centre's past performance achievements and proposed tourism initiatives for the period 1 July 2017 to 30 June 2020;**
- 2. Introduce the following key performance indicators for the Centre for any current or future funding provided by the City:**
 - a) Annual retainment of a Level One Tourism Council WA Accreditation;**
 - b) Monthly collection of a minimum of 200 front of house and 30 recreational vehicle surveys;**
 - c) Annual submission of a report outlining performance achievements and tourism initiatives; and**
 - d) Inclusion of the City's brand logo on new promotional material.**
- 3. Maintain the City's current level of funding for the Centre at \$297,250 per annum for the 2018/19 financial year; and**
- 4. Consider the Centre's request for an increase in funding, and the term applicable to such funding, as part of the 2019/20 municipal budget deliberations.**

**CARRIED
(8/0)**

EXECUTIVE SUMMARY

This report provides an overview of the Kalgoorlie Boulder Visitor Centre's performance achievements and proposed tourism initiatives for the period 1 July 2017 to 30 June 2020.

The report includes an overview of the Centre's activities for endorsed funding in the financial year 2017/18 and seeks consideration from Council of the Centre's request for an increased funding contribution for visitor services planned for future years.

COMMUNITY STRATEGIC PLAN LINKS

This report links to the Strategic Community Plan through the Community's Guiding Principles:

- Be a family friendly city that is a safe place to live work and play
- Be a strong and vibrant community that plans for a diversified future
- Value our strong social fabric including local culture and heritage
- Be a City that is a dynamic, diverse, and attractive place for tourists

BUDGET IMPLICATIONS

There is a provision for the Kalgoorlie Boulder Visitor Centre of \$297,250 in the 2018/19 municipal budget. Future contributions will need to be considered as part of its budget deliberations.

REPORT

The City as the major funder of the Kalgoorlie Boulder Visitor Centre (the Centre) requests a regular progress update from the organisation in relation to visitor services and proactive destination marketing initiatives.

Funded at a consistent rate of \$297,250 per year since 2012, the Centre operates seven days per week, and is the largest, fully accredited Visitor Centre in the Goldfields.

This report outlines performance achievements and proposed tourism initiatives for the Centre for the period 1 July 2017 to 30 June 2020 giving consideration to the following:

- Organisational structure;
- Key services including visitor servicing, marketing and local event promotion;
- Past achievements;
- Future endeavours;
- Funding; and

- Key performance indicators.

Organisational Structure

The Centre is an incorporated, not for profit organisation governed by a Board of Management consisting of six (6) elected individuals and one (1) City of Kalgoorlie-Boulder representative.

The Board is responsible for strategic insight and advice on tourism policy whilst monitoring budget implications.

The Visitor Centre's vision is to *deliver the best possible visitor experience, grow tourism by working together with their members and industry partners, and to ensure they can have a sustainable and profitable business in the future.*

The Board employs a General Manager to ensure initiatives are delivered whilst providing strategic and operational leadership.

Key Services

Visitor Servicing

Whilst traditionally providing a service for tourists, the Centre also assists local residents, businesses and those who wish to relocate to Kalgoorlie-Boulder by enabling access to information on opportunities and local experiences.

The Centre also endeavours to improve the quality of visitor experiences and visitor dispersal in order to achieve longer stays, increased spending and repeat visitation to the region.

Marketing

The Centre's central function is to market Kalgoorlie-Boulder as a destination for tourists in collaboration with its membership base, Local Government and Regional Tourism Operators such as Goldfields Tourism Network Association (GTNA) and Australia's Golden Outback (AGO).

This is achieved through:

- Metropolitan marketing campaigns such as Pensioner and Kal Cup Packages in collaboration with AGO;
- Representation at trade and caravan shows across Australia including Perth, Adelaide, Melbourne and Brisbane in collaboration with AGO and GTNA;
- Developing and distributing 40,000 copies of an annual Holiday Planner, a 32 page guide to Kalgoorlie-Boulder and the Goldfields, throughout Western Australia and across the Nullarbor; and

- Hosting an annual Pure Gold Moments Photography Competition with social media reach to four (4) million people.

Local Event Promotion

The Centre supports local events through in-house and online promotion including their recent \$20,000 website upgrade. During the upgrade, improvements were made to their event calendar to allow visitors to view and share events, and the site is also mobile responsive.

Whilst the promotion of events is an important component to enhancing Kalgoorlie-Boulder's appeal as a destination, it is also beneficial to local businesses, regional economic development and community participation, and also enhancing the City's appeal as a residential location.

Past Achievements

The Centre welcomed almost 74,000 visitors in 2017 and serves as a 'one-stop' information source for both visitors and locals.

In 2017, the Centre achieved the following:

- Complete corporate rebranding exercise to re-introduce the widely recognised an accredited international logo symbol for information - "i";
- Establishment of a car rental agency with the service available seven days a week creating an easy, convenient and affordable way to explore the region;
- Relaunching Pensioner and Kal Cup Packages. The increased promotion and direct marketing resulted in a total of 207 packages sold, injecting more than \$128,000 into the local economy through accommodation, travel, tours, car rental, retail spend and attraction entry fees;
- Extensive overhaul of accounting and financial systems with a focus on streamlining practices and analysing liabilities and wastage. This successful initiative allowed the Centre to return to surplus with a \$29,928 profit compared to a \$76,025 deficit the previous year;
- Refurbishment to create a brochure room and reading area for visitors. The impressive space allows visitors the opportunity to browse at their own leisure and creates additional promotional opportunities and advertising platforms;
- In-house consultancy with Tourism WA resulting in a visual overhaul of the shop front, new merchandising ideas to increase retail revenue and streamlining policies and procedures to ensure efficient administration;
- Received funding for upgrades to the website and external road signage. Modifications were made to the website to ensure reliability, accessible information and simplified booking systems. External road signage was

erected throughout Kalgoorlie-Boulder to ensure visitors are able to locate the Centre with ease when entering from the City's main entry points; and

- Relaunched the annual Holiday Planner to attract visitation and investment in Kalgoorlie-Boulder.
- Launch a mobile information unit at local events and festivals for increased exposure of Kalgoorlie-Boulder's facilities and attractions;

Future Endeavours

The Centre intends to continue to deliver its core services and functions as well as establishing new strategic directions and campaigns over the funding period proposed.

These include, but are not limited to:

- Expand and enhance travel packages to target new visitors with extensive promotion;
- Increase circulation of the Holiday Planner for further reach across Australia including a larger print amount;
- Create an Ambassador program to encourage local residents to share their stories to enrich the visitor experience;
- Establish a bicycle hire agency to encourage health and wellbeing in the community;
- Continuously improve the way visitors find the Centre by upgrading tourism information signage throughout Kalgoorlie-Boulder;
- Create a Kalgoorlie-Boulder historical school program to expand children's knowledge of local history; and
- Collaborate with local event producers to promote and sell event tickets and develop packages to increase visitation, increase revenue and achieve longer stays.

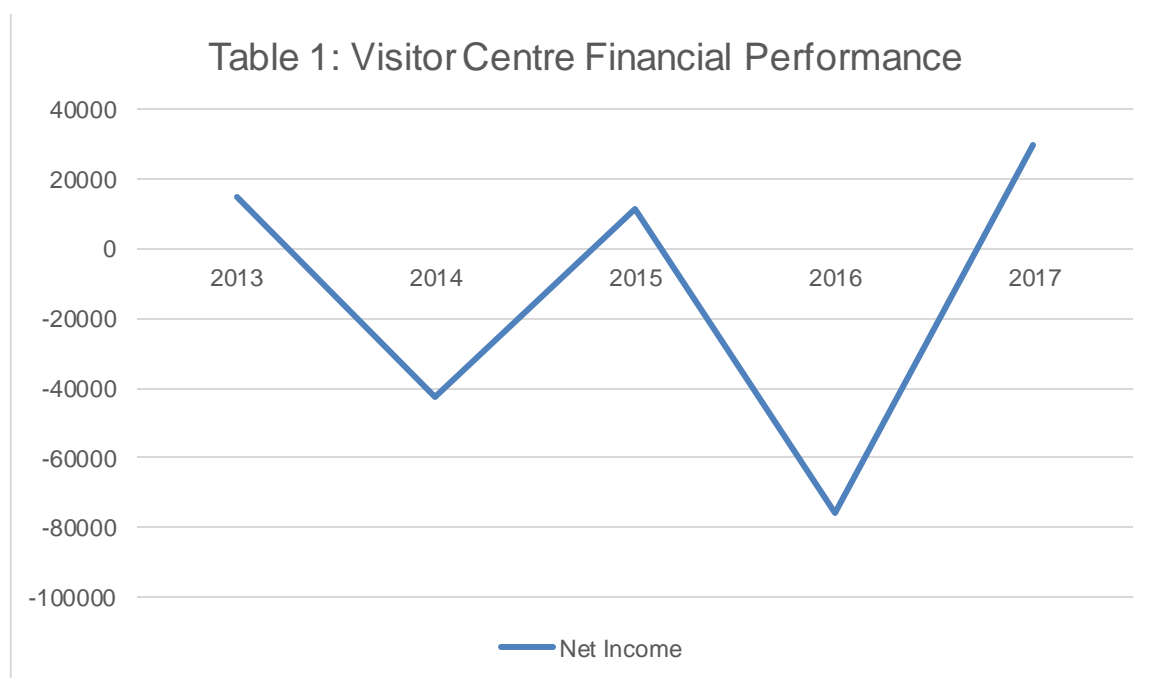
Funding

The Visitor Centre is currently funded by the following:

- Commissions through product, travel and tour bookings;
 - Retail sales;
 - Membership subscriptions; and
 - City of Kalgoorlie-Boulder.
-

The Centre does not receive funding from State or Federal Government and traditionally income generated from commissions, retail sales and memberships, does not amount to the overall operating budget. Therefore, the Centre is largely reliant on external funding to carry out its functions and service delivery.

The below table shows the Centre's financial performance between 2013 and 2017. The Centre has shown growth in 2017 with a return to surplus after a deficit of \$76,000 in 2016.



Although the Centre via the attached funding proposal, has requested increased funding in the financial years of 2018/19 (\$306,168 per annum) and 2019/20 (\$315,352 per annum), City Officers recommend the continuation of current funding levels at \$297,250 per annum for the 2018/19 financial year given the budget has already been adopted.

Further in early 2018, the Centre received an additional \$14,750 in funding through the City's *Community Assistance Scheme* to purchase a Mobile Visitor Information Caravan. The facility will attend events such as Race Round, St Barbara's Festival and Spring Festival to showcase and proactively promote tourism opportunities in Kalgoorlie-Boulder, and enable local businesses to benefit from promotion resulting in increased visitor spend and extended length of stay.

City Officers recommend Council to consider the Centre's request for an increase in funding, and the term applicable to such funding, as part of the 2019/20 municipal budget deliberations. The request should be assessed against the Centre's delivery of key performance indicators and the delivery of a continued surplus growth.

Key Performance Indicators

Historically, funding arrangements between the City and the Centre have not included key performance indicators (KPIs).

City Officers recommend the introduction of the following KPIs in order to measure how effective the Centre is achieving their business objectives;

- Annual retainment of Level One Tourism Council WA Accreditation – *accreditation signifies quality assurance and demonstrates the Centre has achieved excellence in their service provision and operational systems;*
- Monthly collection of a minimum of 200 front of house and 30 recreational vehicle surveys – *capturing visitor preferences and demographic data through surveys is important for determining target markets, customer satisfaction and marketing behaviours;*
- Annual submission of a report outlining performance achievements and tourism initiatives – *ensuring the Centre remains on target to reach the proposed outcomes and remain in surplus;* and
- Inclusion of the City's brand logo on promotional material – *to provide a positive image of the ongoing partnership between the City and the Centre.*

STATUTORY IMPLICATIONS

There are no statutory implications resulting from the recommendations of this report.

POLICY IMPLICATIONS

There are no policy implications resulting from the recommendations of this report.

COMMUNITY ENGAGEMENT CONSULTATION

No community consultation was considered necessary in relation to the recommendations of the report.

ATTACHMENTS

Kalgoorlie Boulder Funding Proposal 

Cr Linden Brownley returned to the room at 8:04 pm.

Cr Deborah Botica left the meeting at 8:13 pm and did not return.

8.1.2 DRAFT KAL CITY CENTRE SCHEMATIC DESIGNS

Responsible Officer:	John Walker Chief Executive Officer
Author:	Holly Phillips General Manager City Living
Disclosure of Interest:	Nil

VOTING REQUIREMENTS

Simple

OFFICER/COMMITTEE RECOMMENDATION

MOVED BY: CR GLENN WILSON
SECONDED BY: CR NATALIE COXON

That the Committee:

- 1. Receive the Draft Kal City Centre Schematic Designs;**
- 2. Provide feedback on the draft designs to the Chief Executive Officer by 22nd October, 2018; and**
- 3. Note that artist impressions and refined schematic designs for the Kal City Centre project will be presented at the Councillor's information session on 5th November, 2018.**

**CARRIED
(8/0)**

EXECUTIVE SUMMARY

The City is reaching the final phases of Stage 1 of the Kal City Centre Project which is to deliver draft schematic designs, including material palettes for review by the City's Executive and Councillors.

Council feedback on the Draft Kal City Centre Schematic Designs (draft designs) is required by 22nd October, 2018, and will inform the development of artist impressions and revised schematic designs for presentation at the Councillor's information session on 5th November, 2018.

COMMUNITY STRATEGIC PLAN LINKS

This report links to the Strategic Community Plan through the Community's Guiding Principles to cultivate a strong and vibrant local business environment.

BUDGET IMPLICATIONS

There are no financial implications resulting from the recommendations of this report.

REPORT

The delivery of the draft designs represent the completion of the seventh phase of a nine-phase process for Stage 1 of the Kal City Centre Project. Stage 2 of the Project, detailed design and costing, is scheduled to commence in early 2019, pending endorsement by Council on early design and visual tools.

The delivery of the draft designs follow the release and public comment period for the draft Kal City Centre Place Proposition Plan. The draft Place Proposition Plan considered the City Centre's current performance and future potential with a focus on investment, experience and image.

Community consultation on the draft Place Proposition Plan provided the City with four (4) priority areas for development, being: Saint Barbara's Square, Markets Arcade, Hannan Street and components of Cassidy Common. Consequently, the City progressed to draft schematic designs corresponding to the four (4) key zones.

In reviewing the draft designs attached to this report, Council is encouraged to note the Project's intent of facilitating a radical transformation of the Kal City Centre.

Consequently, the drafts contain ambitious concepts, the practical realities of which will be difficult to achieve without partnering with various stakeholders and facilitating significant cooperation of landowners, businesses, investors, asset owners, and State and Federal departments and agencies.

Despite this complexity, the draft designs represent the broad views and ideas of the community and the priority areas requiring focus in the Kal City Centre, as identified by community consultation activities occurring from April to October 2018.

Following Council review and comment on the draft work, the City will work to refine the designs and develop artist impressions for endorsement by Council thus concluding Stage 1 of the Project. These strategies and impressions will be presented to Council at a closed information session on 5th November, 2018 with further community to follow as deemed appropriate by Council.

STATUTORY IMPLICATIONS

There are no statutory implications resulting from the recommendations of this report.

POLICY IMPLICATIONS

There are no policy implications resulting from the recommendations of this report.

COMMUNITY ENGAGEMENT CONSULTATION

No community consultation was considered necessary in relation to the recommendations of the report given the extensive consultation that has informed the Project to date.

ATTACHMENTS

Draft Kal City Centre Schematic Designs

9 CONFIDENTIAL ITEMS

Nil

10 DATE OF NEXT MEETING

The next All Purpose Committee Meeting will be on Monday 19 November 2018.

11 CLOSURE

There being no further business, the Chairman thanked those present for their attendance and declared the meeting closed at 8:27pm.