



Australian Government



Bicentenary Strategic Plan

ALBANY 2026

December 2022



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 **Kincannup** **Kinncinnup** **Kin-gil-yilling**
King-gou-rup **Ken-yellup** **Kinjarling** **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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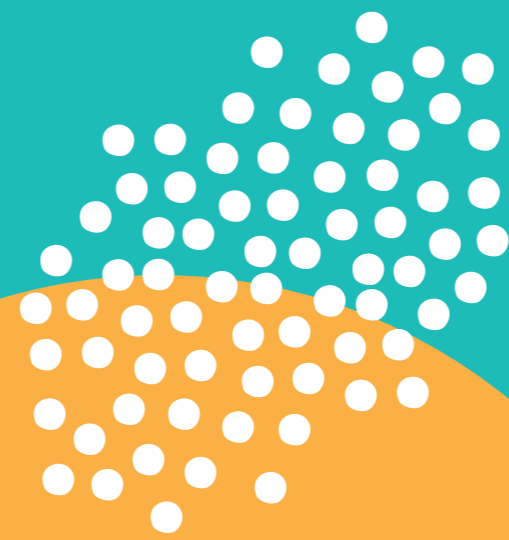
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Albany is situated on the south coast of Western Australia in Menang Country, where the Traditional Custodians, the Menang people of the Noongar Nation, have occupied the land since time immemorial.

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 karrl 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 Bidji (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 regional cultural centre 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 Aboriginal and British people 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 of today.

As Western Australia's first Bicentenary, the City of Albany is committed to ensuring Albany's 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 the elevation of 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 many 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, has facilitated the preparation of this Strategic Plan



Bicentenary Pillars

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

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.

More than 1,000 ideas were generated. 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 referenced in the figure above) 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, a Menang Noongar Advisory Group, a dedicated youth group and Bicentenary volunteers provides a bottom up and fully representative approach that is fundamental to ensuring the vision is realised.

Community and stakeholders have proposed events and activities that span a whole year.

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

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 where Aboriginal and British people commenced living together on the western side of Australia, 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 as a key driver of future investment and growth, tourism, cultural experience and liveability allowing Albany to realise its potential as a cultural centre 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 '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 The Plan, Paramount Projects was contracted to undertake direct engagement with Albany's Menang Noongar reference group and community. An outcomes report was prepared and, where relevant, key dialogue, engagement findings and recommendations have informed the Plan.

A recurring view expressed by members of 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.

* 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.

2.1 Objectives

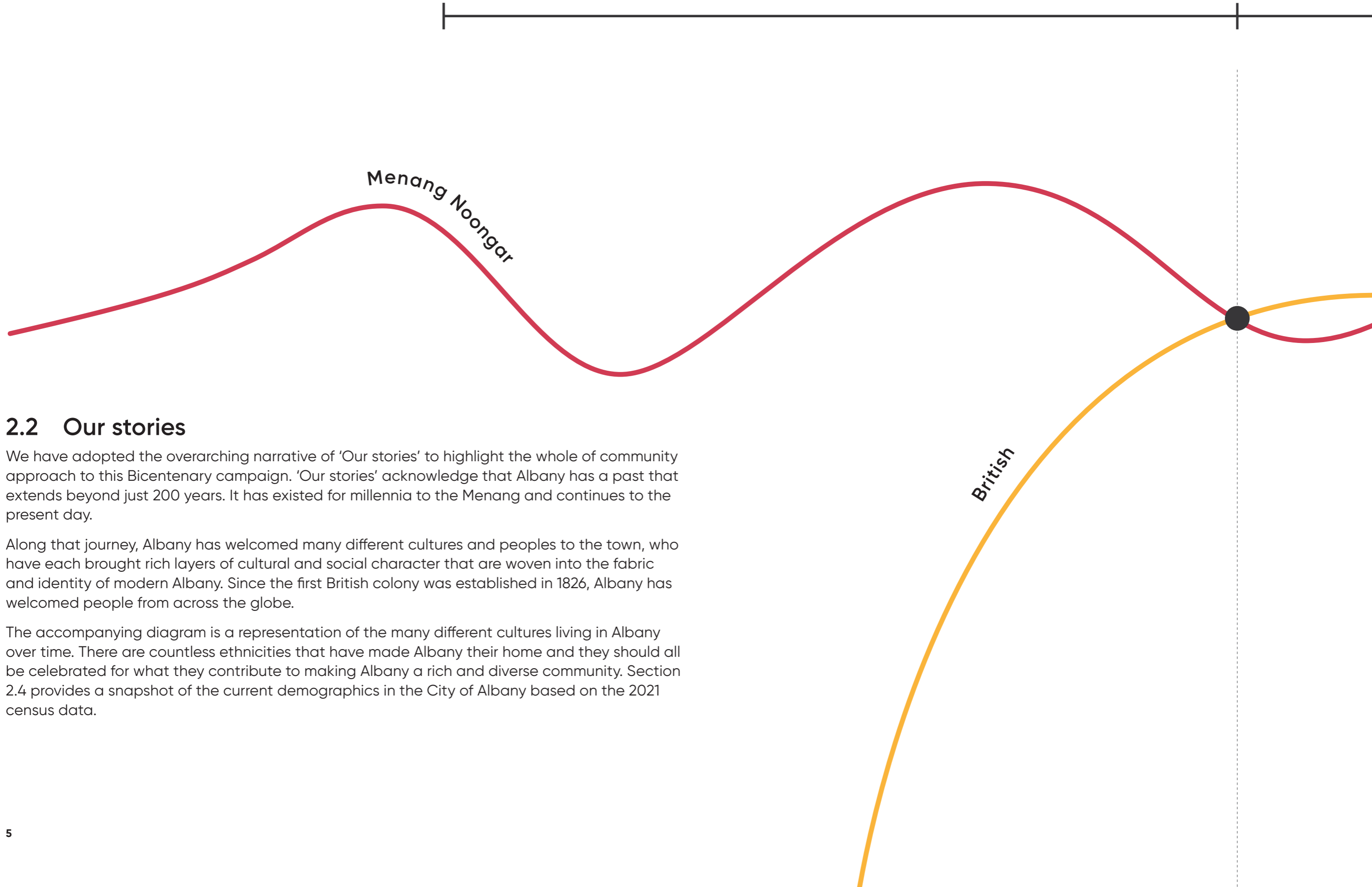
Objectives for the Bicentenary Strategic Plan are a set of goals that communicate what the community has identified as important for the delivery of a successful Bicentenary.

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

- 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 a cultural centre 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.

DEEP HISTORY

1826



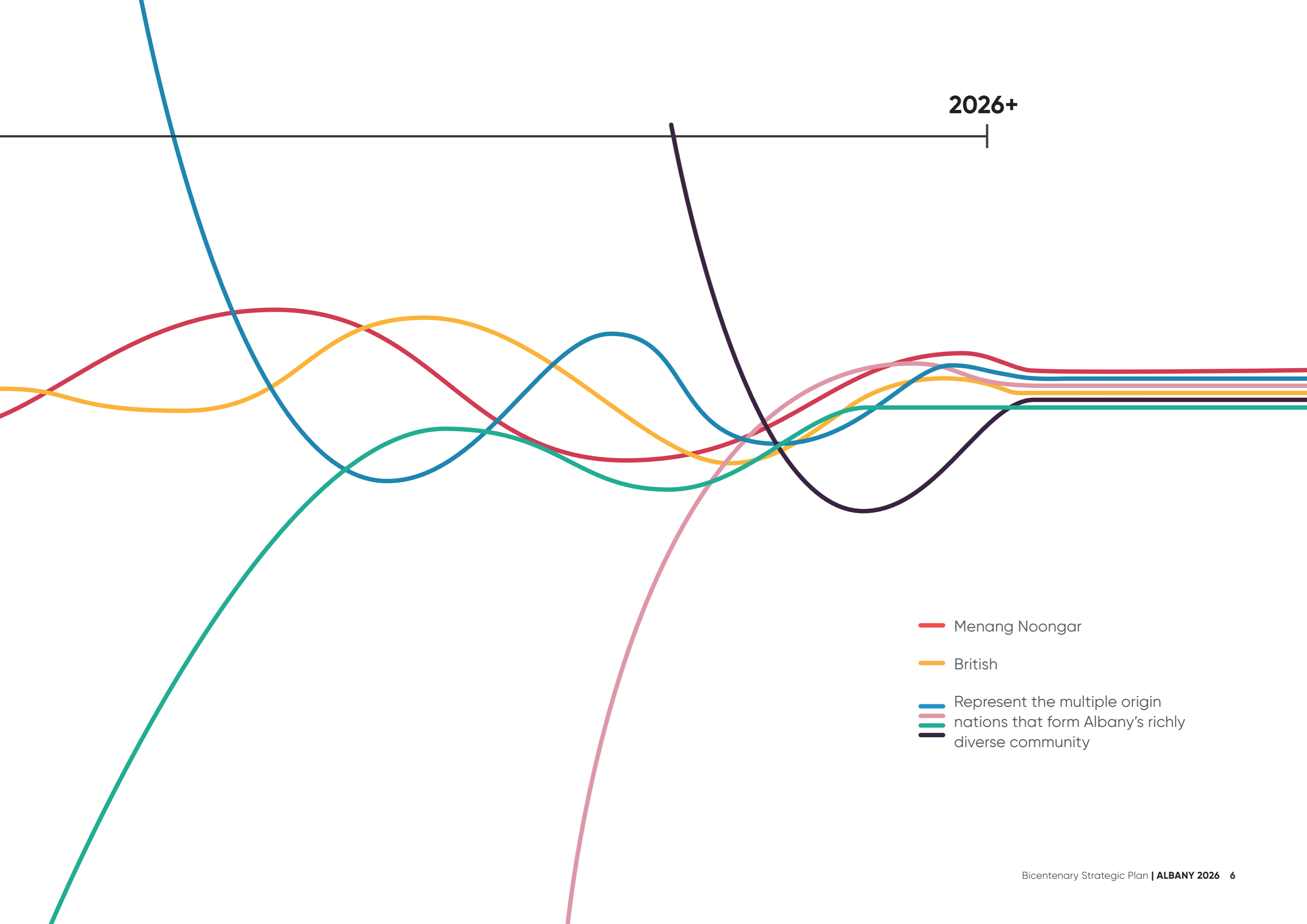
2.2 Our stories

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. Since the first British colony was established in 1826, Albany has welcomed people from across the globe.

The accompanying diagram is a representation of the many different cultures living in Albany over time. There are countless 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. Section 2.4 provides a snapshot of the current demographics in the City of Albany based on the 2021 census data.

2026+



- Menang Noongar
- British
- Represent the multiple origin
- nations that form Albany's richly diverse community
- diverse community

2.3 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.

Original inhabitants

Menang Country encompasses approximately 13,000 sq. km. from King George Sound on the south coast of Western Australia, northwards to the Stirling Range. The landscape formed around 45 million years ago when Antarctica separated from Australia, and sculpted unique coastal rock formations, including the Natural Bridge and The Gap.

Menang Noongar connection to Country began long before the last Ice Age (about 10,000 years ago) when rising sea levels formed islands off the coast of Western Australia. Archaeological excavations near the Kalgan River prove continued human habitation for more than 20,000 years, and Menang oral memory significantly predates this period.

Exploration and settlement

Dutch explorers, working for the Dutch East India Company, sailed along the south coast of Western Australia in 1627, without landing. They drew rudimentary charts of the coastline, and the British and French followed late in the 18th century.

The British asserted their claim to the southern land (then known as New Holland) ahead of the French. Major Edmund Lockyer anchored at Princess Royal Harbour in the brig Amity on 25 December 1826. He established a foothold with an army garrison to guard the 23 convicts who were expected to build a settlement, the first on the western side of the Australian continent.

Ensign Robert Dale's Panoramic View of King George's Sound captures an early impression of the British colony and its friendly interactions with the local Menang people. The good relations were partly founded on Lockyer's rescue of Aboriginal women kidnapped by sealers on offshore islands.

A close bond developed between Menang man Mokaré and settlers Isaac Scott Nind, Captain Collet Barker and Alexander Collie. Mokaré and some of his countrymen assisted the British in their inland expeditions, where they were clearly seeking good farming land.

Albany was originally a military outpost of New South Wales, but became part of the Swan River Colony in 1831, under Governor Sir James Stirling who named the new capital Perth. The original convicts were returned to Sydney, and Albany (so christened in 1831 by Stirling) became a port for free settlement.



Development and labour

However the new outpost struggled. A lack of good agricultural land, poor communication links and a shortage of labour all conspired to limit the potential of the tiny township. The establishment of the Government Farm at Barmup / Strawberry Hill in 1831 went only a short way towards providing a reliable food supply.

To resolve the labour shortages, the British Government agreed to fund the transportation of convicts to the colony of Western Australia from 1850. Ticket-of-leave convicts were sent to Albany and the Convict Hiring Depot was built in 1858. This convict labour supported the slow growth of the local economy – the prisoners worked on farms and on civil engineering projects before their release.

Transport and communication

Albany's sheltered location on King George Sound enabled it to become a key strategic point for Australia and the British Empire. It served for over 50 years as the principal port for the mail service, and for ships travelling between Europe and the Eastern colonies.

In the 1880s and 1890s, Albany port served as a gateway to the Coolgardie and Kalgoorlie goldfields for hopeful prospectors. However, some of this new-found prosperity was lost when Fremantle Harbour was built in 1897, a move engineered to direct more shipping traffic to the capital city.

In 1889, the Great Southern Railway opened with great fanfare, facilitating the rapid transport of mail, freight and passengers between Albany and Perth. This supported the growth of regional hinterland towns, and an expansion of wheat and sheep farming.

The last passenger train ran to Albany in 1978. Freight trains still operate, primarily carrying grain and woodchips into Albany's port for export.

By the end of World War II, the port's infrastructure of jetties and steam cranes was increasingly outmoded. The Tydeman Report (1948) recommended the construction of land-backed wharves, bulk-handling grain silos, and improved road and rail access. By the mid-1950s, the port had been revolutionised, and further improvements have taken the facility into the 21st century and well able to handle cargo and passenger cruise ships alike.



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



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

Defence

When war between Britain and Russia threatened in the 1880s, King George Sound was recognised as an internationally strategic location for a defensive position. The Princess Royal Fortress (Albany Forts) was completed in 1893, with inter-colonial financial contributions. This is arguably the first example of federal co-operation, eight years before Australian federation took place.

In the late 19th century, many Australian soldiers left from Albany to join British troops fighting the Boer War in South Africa. By 1914, ships were once again assembled in the harbour to carry troops, horses and supplies to join Allied forces fighting World War I in the Middle East and Europe.

Over 40,000 Australians and New Zealanders left King George Sound bound for the Great War, many of whom never returned. Their memory is honoured in the National Anzac Centre on Ilerup / Mount Adelaide, and at the annual Dawn Service on 25 April, Anzac Day.

Whaling and fishing

Whales form a key part of Albany's story. The Mamang (whale) is central to one of the Menang creation tales. Whales and seals drew British, French and American sailors to the Sound (Mamang Koort – Heart of the Whale), visiting Albany for supplies on their globe-circling voyages, which could last for up to four years.

Whaling was the colony's first industry. The ships Elligood and Kingston hunted whales off Albany's coastline as early as 1800. Commercial whaling operations ran in Albany between 1912 and 1916, and again from 1948 until 1978, when poor economic returns and an environmental outcry forced the company's closure. The site of the Cheynes Beach Whaling Company at Frenchman Bay is now a museum.

The first European explorers were also intrigued by the use of fish-trap technology by the Menang inhabitants. Using rocks and branches, plus the rise and fall of the tides, the inhabitants were able to ingeniously trap fish on shorelines that then became a substantial part of their diet. Examples of these fish-traps exist today.

The fish population also unwittingly contributed to an internationally-significant art collection created by British public servant, Robert Neill. Using fish brought to him by the local inhabitants, he painted life-sized images of marine species that provide us with a unique snapshot into the Albany world of 1841. Neill listed the fish that he painted with their colloquial, biological and Menang names, and the whole collection was later repatriated to museums in London and Scotland.



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



A military parade through Stirling Terrace, Albany, c.1918 (SLWA 088643PD)

Menang-European relationships

After initial friendly interactions between the Menang and the settlers, the original inhabitants were increasingly disadvantaged. Dispossessed of their lands and traditional hunting grounds by the advances of agriculture, the Menang and their neighbouring tribes, the Goreng and the Bibbulmun, were struggling for survival.

The 1905 Aborigines Act, while aiming to ‘make provision for the better protection and care of the Aboriginal inhabitants of Western Australia’, arguably had the opposite effect. Some of the conditions imposed by the Act had a significant negative impact on Noongar people causing lasting intergenerational trauma.

Carrolup Mission was established near Katanning in 1915 as a government-run ‘native settlement’, and was used until 1951 to rehome children taken from Aboriginal families into government care. The Commonwealth Electoral Act (1962), Native Welfare Act (1963) and the 1967 Referendum question, which allowed Aboriginal people to be counted in the national census, all aimed to somewhat redress the balance.

Perhaps ironically, the Carrolup Mission spawned an international art movement. Several of the children who were housed there were encouraged to draw their surroundings in pastels and crayons. Their talents were recognised by international collectors and, today, the foundation of the Carrolup School is recognised as one of the key points in the timeline of Australian Indigenous art.

Present and future

In Albany, the town’s growth continued, attracting tourists as well as permanent residents. The population reached 25,000 by 1991, and over 40,000 by 2021. In 1998, the Town and Shire of Albany amalgamated to form a combined municipal government, the City of Albany.

The City has led Western Australia in sustainable climate-conscious initiatives since adopting its Carbon Footprint Reduction Strategy in 2014. It is a leader in reconciliation, signing the City of Albany’s Aboriginal Accord in 2003, and continues to recognise the history, culture and achievements of the Menang Noongar people.

In 2026, Albany will mark 200 years since European and Aboriginal communities first lived together on Western Australian soil, and will look to a future where the two communities live together in mutual respect.



Grasmere and Albany wind farms, 2011 (NLA 15766/2)

Further reading:

Arnold, Murray, *A journey travelled: Aboriginal-European relations at Albany and the surrounding region from first contact to 1926*. Crawley, W.A., UWA Publishing, 2015.

Dowson, John, *Old Albany: photographs 1850-1950*, West Perth, W.A., National Trust of Western Australia, 2008.

Garden, Donald S., *Albany: a Panorama of the Sound from 1827*. West Melbourne, Vic., Thomas Nelson Australia, 1977.

Johnson, Les, *Albany: port with a past and future*. Albany, W.A, Albany Port Authority, 1997.

Mamang: an old story, retold by Kim Scott, Iris Woods and the Wirlomin Noongar Language and Stories Project. Crawley, W.A., UWA Publishing, 2011.

Marshall, Gordon de L., *Maritime Albany remembered: Les Douglas et al.* Kalamunda, W.A., Tangee Publications, 2001.

Sellick, Douglas R. G. *First impressions: Albany 1791-1901: travellers' tales*. Perth, W.A, Western Australian Museum, 1997.

Traill, Malcolm & Harry Freemantle (eds.), *Albany: an Antipodean Arcadia*, in *Studies in Western Australian History*, vol. 33, Centre for Western Australian History, University of Western Australia, 2020.

2.4 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** and the only city on the south coast of WA.

*ABS Data 2021



As a **growing regional city**, Albany has **all the facilities and services of a regional 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**



30,401 eligible voters 18+

45

Median age



19,688 Residents are employed



24% of the population are **volunteers**



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



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



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



19.2% of residents were **born overseas**

2.5 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.

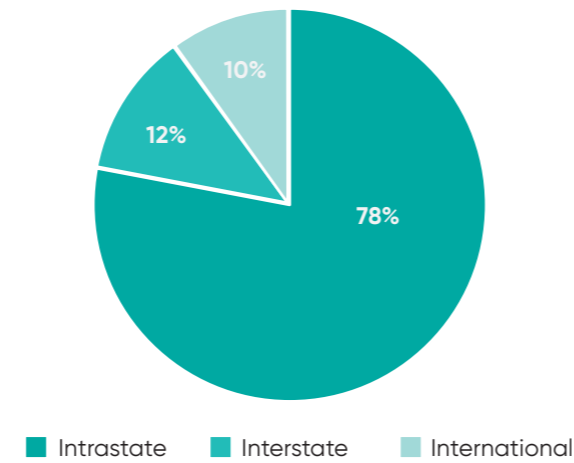
For domestic visitors, just over half come for a holiday (54%), whilst others come to visit friends or family (27%), and 18% come for business.

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

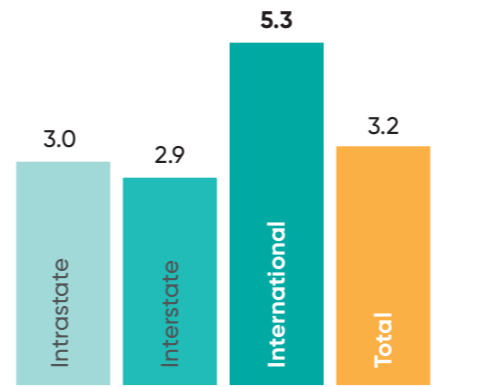
The Bicentenary has the potential to attract both interstate and international visitors. Based on past trends it is still anticipated that most visitors will be from Western Australia.

2017-2019

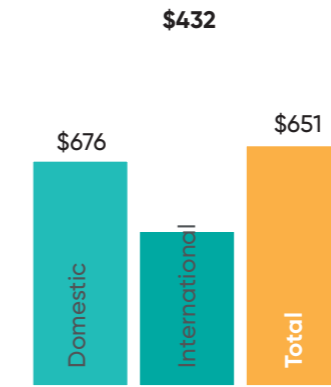
Visitors by market



Average length of stay (nights)



Average trip spend

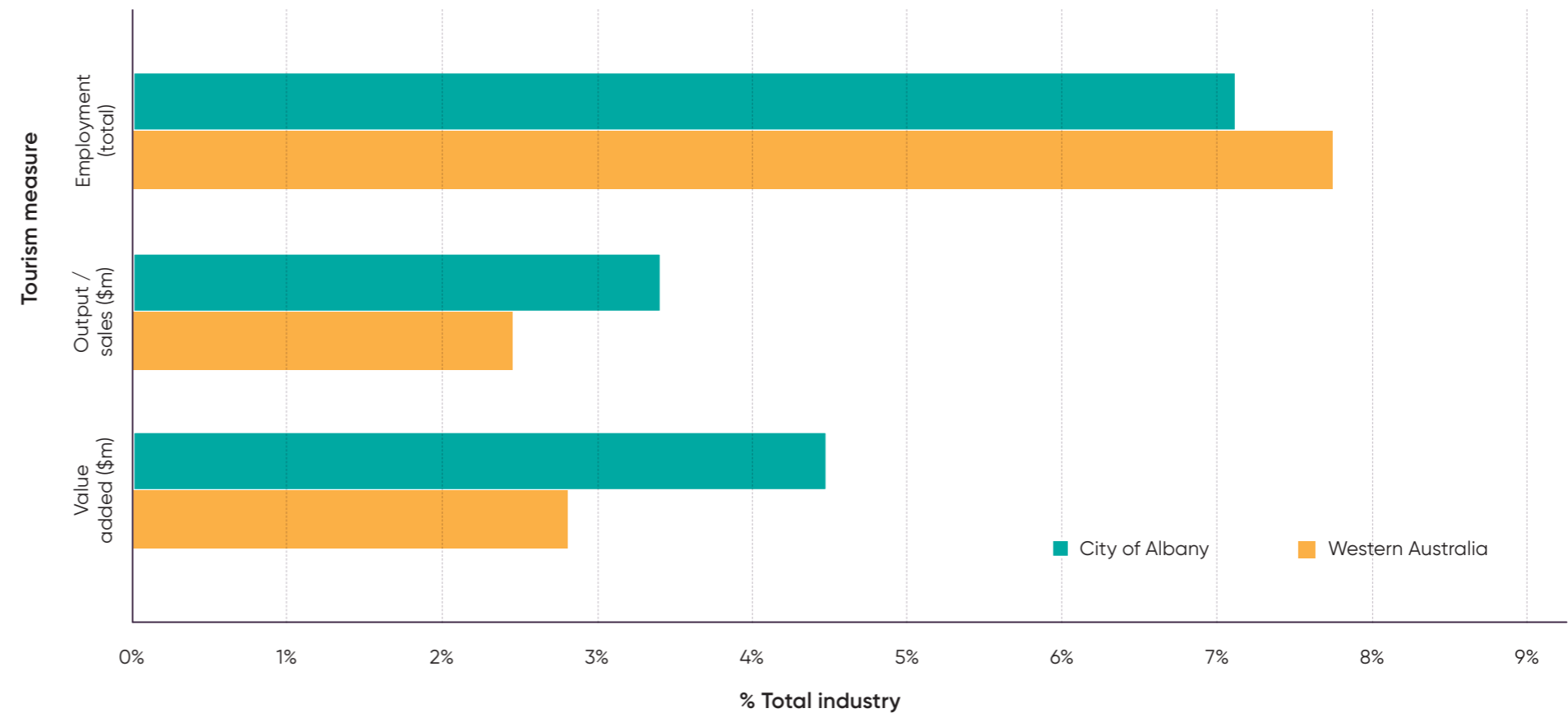


Average daily spend*

*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
- Enhance the region's significant heritage and cultural assets as important drawcards for visitation by promoting the region as a heritage and cultural hub of activity

Department Local Government, Sport and Cultural Industries – 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, capacity and investment

City of Albany – Strategic Community Plan 2032

Outlines five key pillars to focus on over the next 10 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 DLGSCI 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 are 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. It aims to involve and elevate recognition of Albany's First Nations people and traditional custodians – the Menang Noongar community – while co-designing and co-deciding the Bicentenary approach 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 Plan, so that the Plan will be 'for the community, by the community'.

As part of this, a 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.

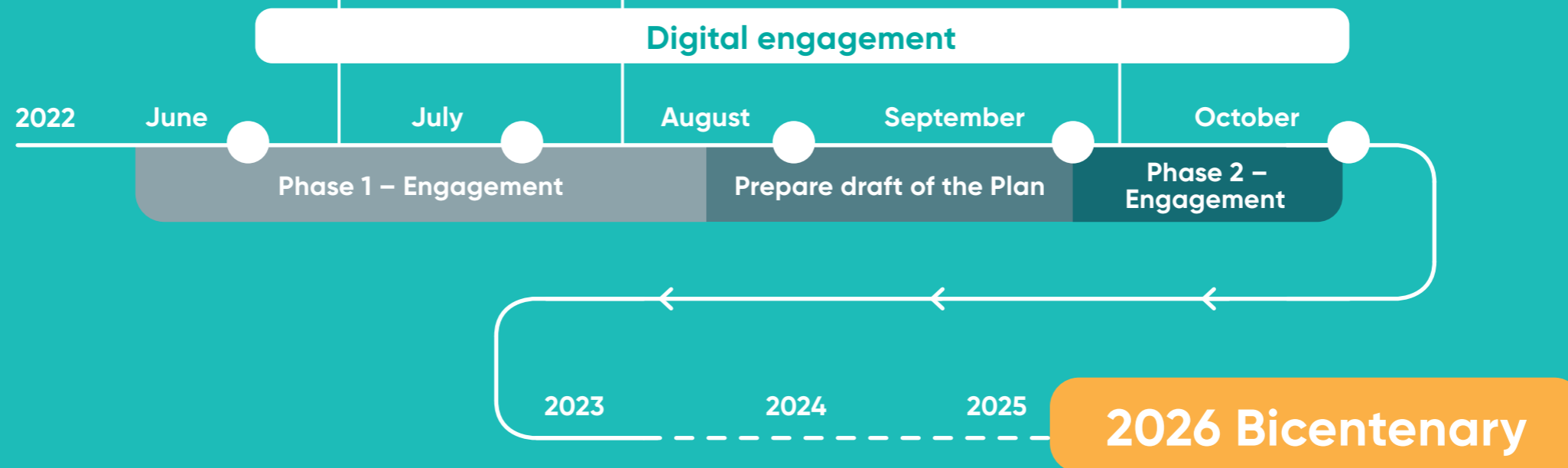
Engagement activities

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:

Albany culture	Environment and landscape	Place and development	The arts	Social and community
Encompassing the culture and heritage of the Menang people, colonial history and migrant cultures.	Celebrating the landscape identity of Albany, the natural and living environment, conservation and preservation for the future.	How the built environment impacts the ways in which people use places and spaces, exploring future economic growth.	Identifying all forms of visual and performing arts that could tap into and contribute to the Bicentenary.	Capturing the lifestyle of Albany, examining what makes the social fabric 'tick', showcasing the importance of community.

As a range of ideas emerged from the engagement process, these themes were then revised and re-organised 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 themes of this plan.

4.1.3 Who did we involve?

A key feature of creating the Plan was that it should broadly involve the 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

Albany's youth was 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




	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	Festival Light show Music show			Tree planting Native planting	Botanic garden	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	Collaborative arts/craft project Verge planting Weed eradication	Dual naming Renewable energy program Walkways/Mounts Masterplan Cultural heritage park Conservation reserve	Photography exhibition 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 the sea	Open garden Picnic Street party Yarning Sporting event	Food dish Performance Song Coin	Time capsule Community Garden	Boardwalk Cultural centre Brig Amity 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 themes, have come from the Menang and broader community, stakeholders and youth who had collectively submitted more than 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 was 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 was 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 would 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 milestones for a city and its community to commemorate. They mark a time for the community to reflect on what has been, acknowledge where it is 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 is not 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."*

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.

*Vanclay, F., Higgins, M. & Blackshaw, A. (eds) 2008 Making Sense of Place, Canberra: National Museum of Australia Press.

SUMMARY OF COMPARATIVE MILESTONE EVENTS

BICENTENARY CONSIDERATIONS

1. 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.

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.

2. Australia's Bicentenary (1988)

Australia marked 200-years since the British first settled in NSW with celebrations around the nation, centred in Sydney on 26 January 1988, as the day of the first fleet arriving in Sydney Harbour 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 the Prince and Princess of Wales and included re-enactments, Tall Ships in the harbour and fireworks at night. The events were broadcast on national television.

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.

3. Queen Elizabeth II Platinum Jubilee (2022)

Celebrations for Queen Elizabeth II's Platinum Jubilee extended across the globe. Like the Bicentenary, the jubilee celebrates a moment in history, looking both to the past and to the future. Some key initiatives 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 personnel and representatives of charities.
- Events took place throughout the month of June including: a flotilla, community long table lunches, 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).

Consider a range of initiatives differing in scale and community reach from events to legacy infrastructure projects.

4. Albany 150 years Sesquicentenary (1977)

The Albany Sesquicentenary was celebrated in 1977 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.

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.

5. 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.

Similar to the Albany Sesquicentennial celebrated in 1977, 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 review of relevant literature on milestone events, a range of key ingredients to create a place milestone celebration has been established as follows:

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 place-based activities, for example, places of community connection, cultural and historical significance and natural beauty and ecological value.

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, located in the Great Southern region of Western Australia, is situated in a temperate zone. Its climate is best described by the Menang Six Seasons as shown below.

Beruc

Hot and dry – the days are long and hot and the streams are dry.

(December – January)

Meertilluc

Hot easterlies with afternoon sea breezes – the wind slows and the days are warm and dry.

(February – March)

Pourner

First rains – cooler winds from South West, the days grow shorter and the nights begin to chill.

(April – May)

Mawkur

Cold and wet – the rain is stronger and the streams flow.

(June – July)

Meerningal

Mild and wet – the rivers are strong and the storms blow in.

(August – September)

Maungeran

Mild and drier – the days grow longer and the streams run clear.

(October – November)



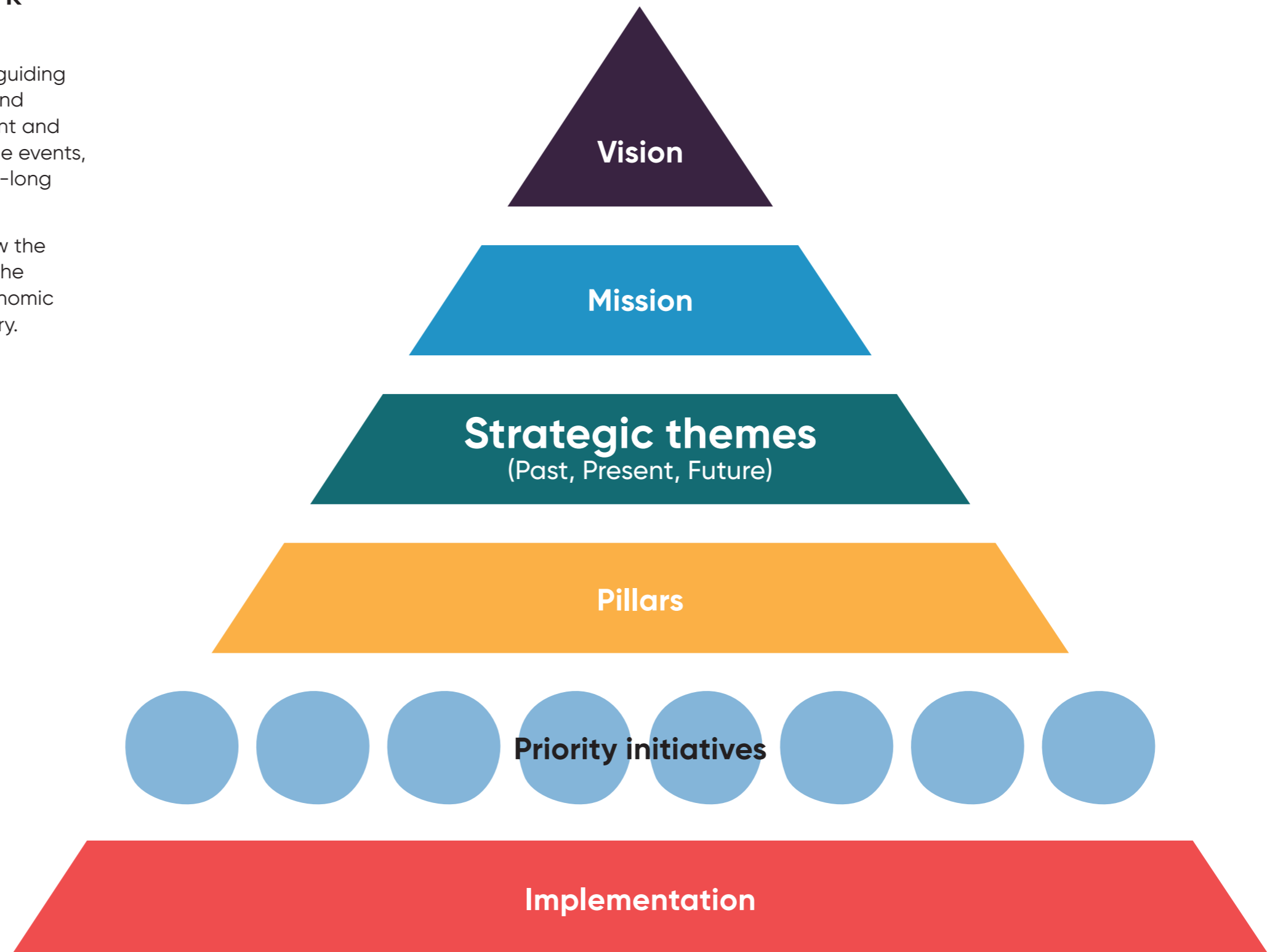
5. Bicentenary aspiration

5.1 Strategic Plan framework

The Plan is guided by the vision and Mission.

Emerging from the engagement findings and guiding the rest of 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' was 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 regional cultural centre 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 themes have been informed by the findings of the engagement process. The types of ideas submitted by the 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	AIM	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, the 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 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



Beruc Meertilluc Pournier Mawkur Meerningal Maungeran Beruc

Summer Autumn Winter Spring Summer

- Truth telling and reconciliation
- Commemoration
- Celebration

5.6 Selection criteria

The following set of criteria has 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 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 Showcases Albany's people, Aboriginal culture, environment or produce.	
2 Demonstrates 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 Contributes to Menang Noongar community growth, reconciliation and strength as a people.	
7 Enables existing plans with community support to come to fruition.	
8 Fosters the participation of inclusive and diverse communities.	
9 Exhibits unique qualities or is an innovative idea.	
10 Positions Albany as a nationally significant regional cultural centre.	
11 Commemorates Albany's rich cultural heritage.	

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 Boosts the tourism offering in Albany.	
2 Promotes Albany as a nationally significant regional cultural centre.	
3 Elevates Albany on a national and international scale.	
4 Has strong economic uplift.	
5 Presents an opportunity that has universal appeal and is cohesive for the community.	

* (C=compulsory)

5.7 Evaluation framework

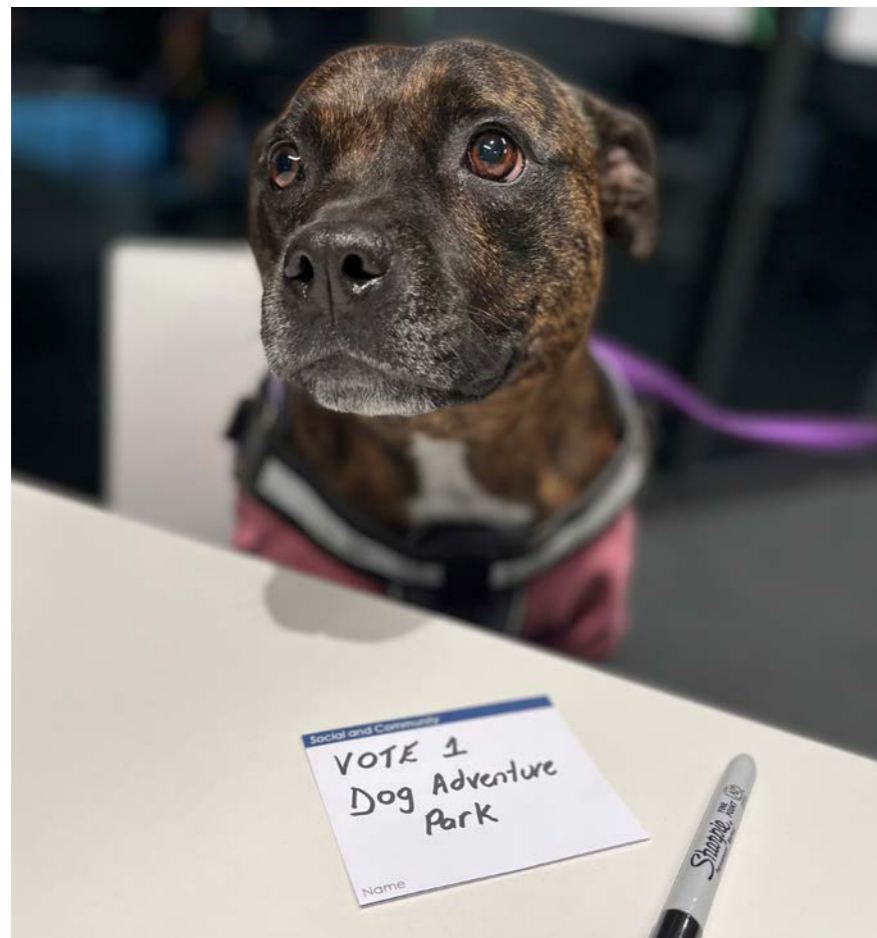
More than 1,000 ideas were put forward by the community and key stakeholders over the engagement period in 2022.

'In order to objectively address these ideas, they have been reviewed 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 fulfilment 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 in the adjacent table. Initiatives that satisfied over five selection criteria are highlighted. Section 5.9 captures the key initiatives that arose through engagement and were assessed against the selection criteria.

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



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. 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 below:

MEASURE OF SUCCESS	DETAIL	EXAMPLE TOOLS
Reconciliation	Were we able to promote reconciliation through this initiative?	Feedback through Albany Heritage Reference Group Aboriginal Corporation and all Aboriginal groups.
	Were we able to further reconciliation through this initiative? <ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander people participate equally and equitably in the delivery and enjoyment of the Bicentenary initiatives. <ul style="list-style-type: none"> + A lasting social and generational impact. + Skill development. + Inclusive involvement. 	Survey of employment and participation in the Bicentenary program of events.
	<ul style="list-style-type: none"> • Greater understanding of Aboriginal and Torres Strait Islander people's history, experiences and culture. <ul style="list-style-type: none"> + Opportunities for young people to learn and be increasingly involved in Menang culture in the lead up and delivery of the 2026 program. + Cultural history of the Menang people taught in the primary and secondary schools. + Opportunities for the non-indigenous community to learn about Aboriginal history. + Creation and connection stories forming a focal point of the Bicentenary. + Celebrate the Menang people, traditions and culture 'in the beginning'. 	Survey the schools. Survey the community. Analysis of events.
	Improved cultural harmony.	Feedback through the local Menang Noongar and Torres Strait Islander population.
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 indication of 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.
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 how many youth involved in any initiatives. How many youth-focused events?	Collection of detailed demographic and profiling data via surveys Number of youth based events.

MEASURE OF SUCCESS	DETAIL	EXAMPLE TOOLS
Increasing tourism numbers	Additional or temporary accommodation available.	<p>In conjunction with Tourism WA, track visitation numbers over time.</p> <p>Quarterly survey with accommodation providers.</p> <p>Mobile phone data.</p> <p>Tourist centre visitor survey distributed via major hotels and accommodation points.</p> <p>Collect data on hotel and short stay accommodation vacancies.</p>
Anticipated social benefit	<p>Increased social interaction.</p> <p>Increased social inclusion.</p> <p>Acquisition of skills through participation in planning, delivery or involvement in the event.</p> <p>Increased sense of community.</p>	Interviews with key stakeholders, business and key community groups.
Anticipated economic uplift	<p>Additional revenue generated for local businesses.</p> <p>Increased tourist spend.</p>	<p>Quarterly survey with business owners.</p> <p>Private sector investment growth.</p> <p>Economic impact assessment based on actual data.</p>



5.9 Key initiatives

From the more than 1,000 ideas generated by stakeholders and members of the Albany community, the following section reflects the priority initiatives proposed through community engagement for events, programs or products for the Bicentenary that meet some or all of the selection criteria listed in section 5.6.

These ideas are included as examples of initiatives the community of Albany would like to see realised through the Bicentenary year. Further ideas are being developed by key stakeholders, and additional ideas will be proposed by the community in subsequent stages of the project. Any project pursued would be subject to funding and resourcing, and further development with delivery partners.

5.9.1 Initiatives proposed by the Menang community

Many participants in the Menang community engagement activities identified the Albany Bicentenary as an opportunity to tell the Menang Noongar story over a whole year, providing opportunity for others to learn 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 life prior to colonisation. These ideas have been assessed against the selection criteria and the evaluation framework.



Through the engagement period the following initiatives were proposed by the Menang community:

NO.	INITIATIVE	DETAIL	SELECTION CRITERIA MET /11	INDICATIVE TIMING	EVENT TYPOLOGY	STRATEGIC THEMES
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 re-tell 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 off-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 colonial 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.
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 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 exhibited at displays, stalls and in workshops.	8	Throughout the year as appropriate.	Small community events.	Toast the present.

5.9.2 Initiatives proposed by the community

Numerous 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.

NO.	INITIATIVE	DETAIL	SELECTION CRITERIA MET /11	INDICATIVE TIMING	EVENT TYPOLOGY	STRATEGIC THEMES
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.
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 place 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 and aesthetic. 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.

NO.	INITIATIVE	DETAIL	SELECTION CRITERIA MET /11	INDICATIVE TIMING	EVENT TYPOLOGY	STRATEGIC THEMES
2.9	Performance	Theatre, play or other performance-based events which could cover a broad range of themes from Menang culture, historical events and reconciliation, through to plays by local playwrights and performers 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.

5.9.3 Initiatives proposed at the youth symposium

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.

Students also 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 THEMES
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 THEMES
3.7	Binalup Bicentenary beach blast	<p>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.</p> <p>The festival will include beach games, surf comp, fishing comp, sand sculpture competition and/or sculptures.</p> <p>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.</p> <p>Nature trail (boardwalk) with QR codes - Noongar names info about plants and animals.</p>	5	Peak tourism holiday period to maximise attendance.	Large scale events.	Toast the present.
3.8	Path to the past	<p>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.</p>	7	To be created for the beginning of the Bicentenary.	Installations/exhibitions.	<p>Reflect authentically on the past.</p> <p>Toast the present.</p> <p>A future where anything is possible.</p>
3.9	Music on the point	<p>Mix of big artists and local artists (Waifs, Birds of Tokyo).</p> <p>Collaboration on song about Bicentenary themes through workshops in schools.</p> <p>Logo/posters designed by students across Albany.</p> <p>Multi-cultural markets on grassed area at Emu Point.</p> <p>Stage on the water.</p> <p>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.</p>	6	Peak tourism holiday period to maximise attendance.	Large scale events.	Toast the present.
3.10	Two hundred flavours gelato shop	<p>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 story through a garden river flows, big story with big garden, project movies.</p> <p>Slogan is 'Two Hundred Flavours for 200 Years'.</p> <p>Fairy lights on top storey, people with wheelchairs have lift to top storey, basement is a night club, bathroom on first floor.</p>	5	Peak tourism holiday period to maximise attendance.	Large scale events.	Toast the present.
3.11	Albany Bicentenary festival	<p>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.</p>	3	Peak tourism holiday period to maximise attendance.	Large scale events.	Toast the present.
3.12	BINA (meaning 'light')	<p>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.</p>	8	Peak tourism holiday period to maximise attendance.	Large scale events.	<p>Reflect authentically on the past.</p> <p>Toast the present.</p>

NO.	INITIATIVE	DETAIL	SELECTION CRITERIA MET /11	INDICATIVE TIMING	EVENT TYPOLOGY	STRATEGIC THEMES
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.

NO.	INITIATIVE	DETAIL	SELECTION CRITERIA MET /11	INDICATIVE TIMING	EVENT TYPOLOGY	STRATEGIC THEMES
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.
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 artwork	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.

5.9.4 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 THEMES
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.
5.5	Menang mia mia	A traditional Aboriginal dwelling to be used as a meeting place and educational storytelling tool.	Museum of Great Southern.	Permanent features and activities.	Reflect authentically on the past.



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:

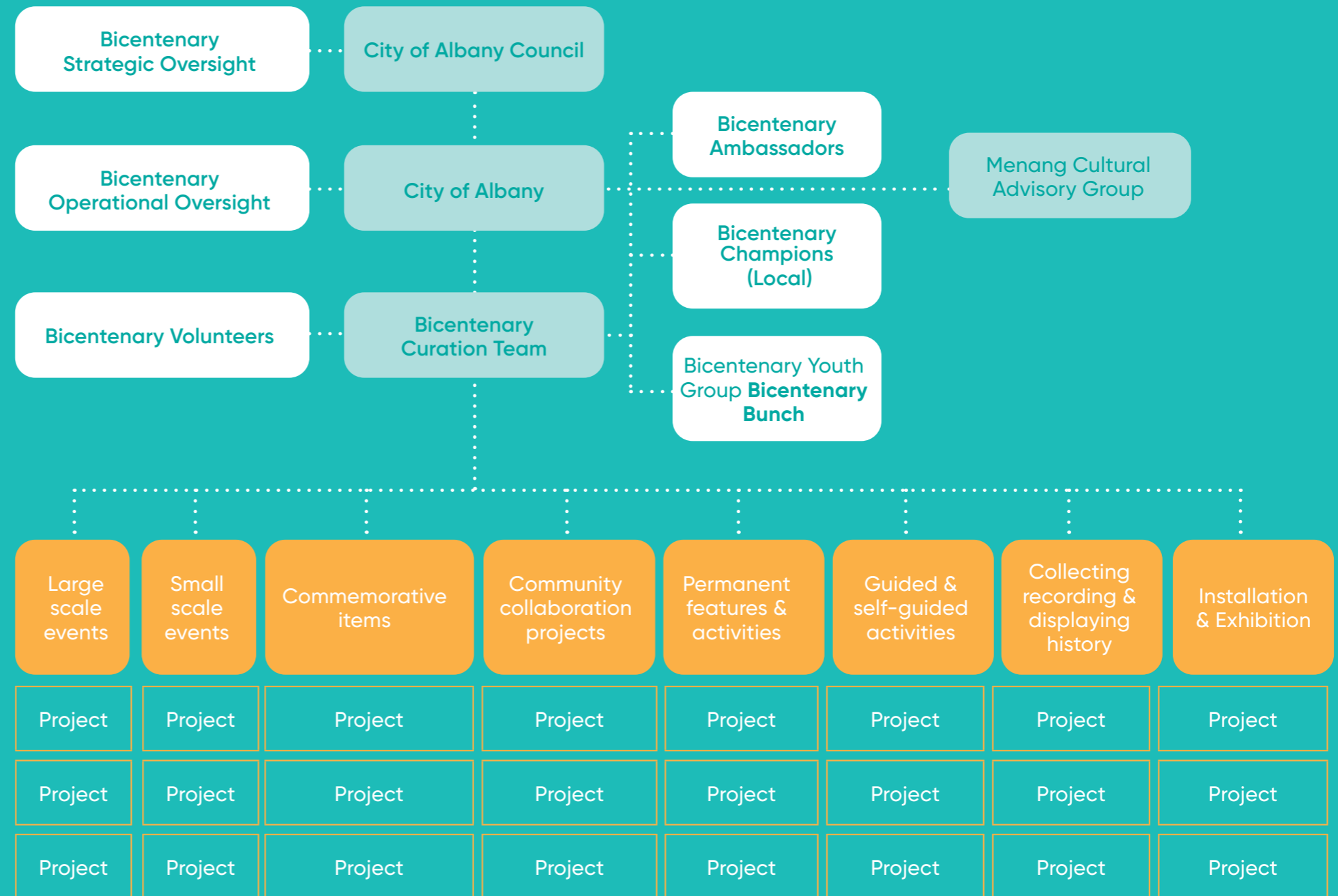
INFRASTRUCTURE & IMPLEMENTATION	DESCRIPTION	OPTIONS/RECOMMENDATIONS
Hard items		
Bicentenary office	<p>A dedicated office or space for City staff and other key user groups to use during the lead up to and year of the Bicentenary. The space should be centrally located on York Street near the Albany Visitor 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 for an endorsed Bicentenary project.
Tourism and accommodation 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 TourismWA, 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; and
- Ensure there is sufficient expertise to support the ongoing pre-implementation and eventual Bicentenary year including event development, marketing and engagement.



The following describes each group within the governance structure along with its core role. Detailed terms of reference should be developed following the endorsement of the Plan.

STAKEHOLDER	ROLE
City of Albany	<p>The City has taken on the lead role to facilitate the Albany Bicentenary (2026). Council has strategic oversight of the Bicentenary, supported by the Senior Executive, Managers and staff, who will all have a role to play. The role of the City 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; • Advocate for the Bicentenary in a proactive and respectful manner; and • 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, National Trust, 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; • Providing advisory assistance from their organisation’s perspective; • Supporting the City with advocating for the Bicentenary; • Using their networks to assist with events, initiatives and activities; and • Communicating 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 included (either in-house 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; and • Facilitate all key media and other promotional activities.

STAKEHOLDER	ROLE
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 aims 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 the Bicentenary Operational Oversight Group. The role would be to:</p> <ul style="list-style-type: none"> • the Vision and Aims 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.
Bicentenary champions (local)	<p>Already there are individuals within the local Albany community who have voluntarily played a proactive role in contributing to the Bicentenary project, some through 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:</p> <ul style="list-style-type: none"> • Advocate the vision and aims 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; and • 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. <p>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 considered for 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.</p>
Bicentenary youth group	<p>Stemming from the success of the youth symposium in August, it is proposed to form a dedicated youth-focused group which 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.</p> <p>The role of a Bicentenary youth group will be to:</p> <ul style="list-style-type: none"> • Advocate the vision and aims 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; and • Participate in conversations around the Bicentenary, including media opportunities as invited by the City of Albany. <p>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 to and during the Bicentenary year.</p>

STAKEHOLDER	ROLE
Menang cultural advisory committee	<p>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.</p> <p>The role of a Menang cultural advisory committee is to:</p> <ul style="list-style-type: none"> • Advocate the vision and aims 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; an • Establish a young Menang group to assist with contributing to events. <p>A direct council related role could include:</p> <ul style="list-style-type: none"> • Assist the City with any reconciliation actions and provide cultural advice; and • Encourage participation by the wider Menang community.
Bicentenary volunteers	<p>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.</p> <p>The role of Albany Bicentenary volunteers is to:</p> <ul style="list-style-type: none"> • Advocate the vision and aims of the Bicentenary to all; • Increase awareness of Albany and the Bicentenary at a local level; • Register their interests, once events are more fully defined; and • Assist with some preparation activities.

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 categorisation

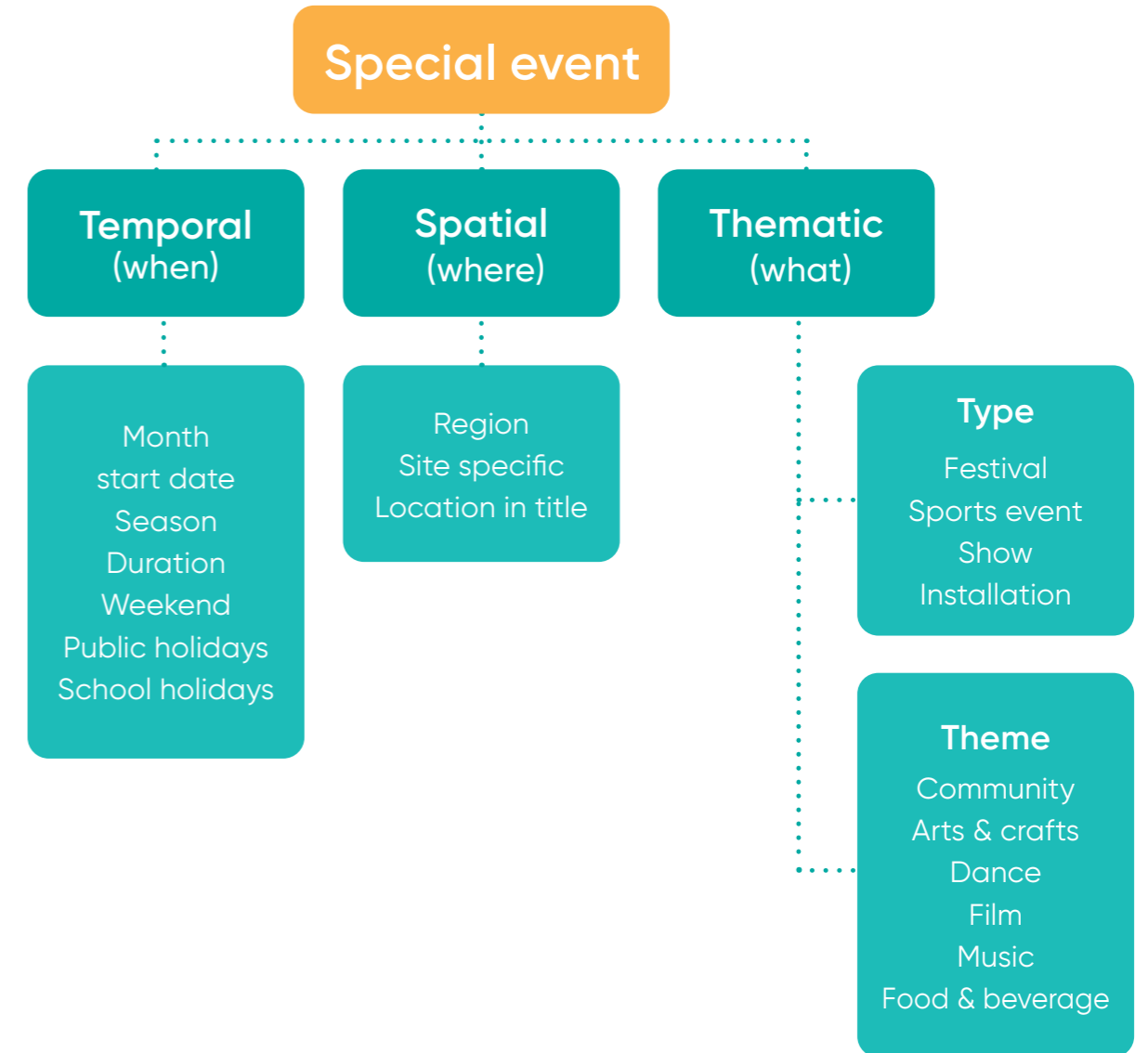
Events can range from a one, or two-day sporting event to a month-long festival, or a year-round installation. The types of visitors to these events vary greatly.

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, 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.

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
 <p>ECONOMIC</p>	<ul style="list-style-type: none"> • Increased expenditure. • Creation of employment. • Increase in labour supply. • Increased liveability.
 <p>TOURISM/ COMMERCIAL</p>	<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.
 <p>PHYSICAL/ ENVIRONMENTAL</p>	<ul style="list-style-type: none"> • Construction of new facilities. • Improvement of local infrastructure. • Preservation of heritage.
 <p>SOCIAL/ CULTURAL</p>	<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.
 <p>PSYCHOLOGICAL</p>	<ul style="list-style-type: none"> • Increased local pride and community spirit. • Enhanced community connectedness.
 <p>POLITICAL/ ADMINISTRATIVE</p>	<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 macro-economy of a region. The **direct impact** of the event is derived from:

- Audience expenditure;
- Accommodation expenditure;
- Artist & crew expenditure; and
- 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 a 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, 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; and
- 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 Section 7.7.






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

Next Steps

1. Thank you communications

Following the adoption of the 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 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 is a combination of direct invitation and a call 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 these 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. Prospectus and implementation plan

Following the adoption of the Plan the City will prepare a Bicentenary Prospectus to communicate the project vision to targeted high-level stakeholders such as Federal and State Government and funding bodies. The Prospectus will identify the City's anchor events and key infrastructure plans within the Bicentenary program that need to be secured early to ensure delivery within the proposed timeframe. A Bicentenary Implementation Plan should follow the Prospectus to set out the roadmap to delivery, including the governance structure, partnership opportunities, priority projects, delivery timeframes, risk management and the project schedule.

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 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.

The City should consider establishing a separate Bicentenary Grant Fund to support the delivery of community initiatives that meet the Bicentenary assessment criteria. A formal application process would be developed to gain access to the grants.

8. 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.

9. 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 until the Bicentenary.

BIRAK

BUNURU

DJERAN

MAKURU

DJIBA

DECEMBER

FEBRUARY

APRIL

JUNE

AUGUST

JANUARY

MARCH

MAY

JULY

SEPTEMBER

Bina
celebration of
cultural
heritage

The Albany
Bicentenary
Festival
(1795-2025)

ALBANY
BICENTENARY
FESTIVAL

ALBANY
BICENTENARY
FESTIVAL
WAST!

ALBANY
BICENTENARY
2026

Food stalls
A Historic Regatta Show
CELEBRATING
200 YEARS
Albany Culture

**NOONGAR
CULTURAL
CENTRE**





BINALUP BICENTENARY BEACH BLAST II



**ALBANY WA
PATH TO THE
PAST**

Learn
History
INFO
BOARD



**ALBANY
MURRAY**

ALBANY
2025

Point the Winds



2025
MUSIC
ON THE
POINT



BINA
CELEBRATING 200 YEARS



Albany Bicentenary Festival





**THE ALBANY BICENTENARY
BANDICOOT
HUNT**

DATE
WHAT



For Whakaha
Whakaha
Whakaha



**THE
MAMANG
TRAIL**



**ALBANY
CULTURAL
FOOD
FEAST**

11am - 4pm
November 21st-27th

MAKE SURE TO BRING YOUR OWN
AND
HUGE APPETITE

200 Flavours!
For
200
Years






Australian Government

