

CM13.7. Albury Business Connect 2024-2028 Sponsorship and Financial Assistance Request

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CONFIDENTIAL	No		
FURTHER ENQUIRIES	Ambrose Glass Business & Lifestyle	PHONE	(02) 6023 8319
AUTHOR	Jayne Maloney		

Purpose of Report

The purpose of this Report is to provide information to Council and seek consideration of Albury Business Connect's request for renewal of the Sponsorship and Financial Assistance Agreement for the period 1 July 2024 to 30 June 2028.

Background

AlburyCity has sponsored Albury Northside Chamber of Commerce (ANCC) since its formation in 2006 as a means of undertaking important city-wide business development activities on behalf of Council. In 2021, ANCC rebranded as Albury Business Connect (ABC) and reference in this Report to ABC shall encompass activities carried out under the ANCC brand.

In addition, when the Albury CBD Promotional Special Rate (PSR) was introduced in 1999, the levy funding was provided to Albury Central Inc. These PSR funds are collected by AlburyCity from rateable properties within the Albury CBD for the purpose of collective promotion and CBD activation. In May 2016, Albury Central merged with ANCC and since that time, all PSR funds have been paid directly to ABC.

In 2020, Council entered into a Sponsorship and Financial Assistance Service Agreement ('Service Agreement') for the period 2020 – 2022 with ANCC. At its meeting of 9 March 2020, Council resolved:

That Council enter into a Sponsorship and Financial Assistance Service Agreement with Albury Northside Chamber of Commerce for period 1 July 2020 to 30 June 2022, and include the following:

- a. *Sponsorship of \$141,125 (ex GST) for the provision of business development services in 2020/21, reducing by \$5,000 per annum in Year Two; and*
- b. *All funding collected by AlburyCity under the Promotional Special Rate for the delivery of Albury CBD promotion and activation services, indexed in line with the NSW Government approved rate peg in Year Two.*

In 2021, Council extended the Service Agreement to 30 June 2024. At its meeting of 28 June 2021, Council resolved that Council:

- a. *Endorses the extension of the Albury Business Connect Sponsorship & Financial Assistance Service Agreement to 30 June 2024; and*
- b. *Retains the annual \$5,000 reduction in sponsorship value for the term of the Sponsorship & Financial Assistance Service Agreement.*

The current Service Agreement with ABC is due to conclude on 30 June 2024.

The level of funding (ex GST) provided by Council to ABC over the past four years for the provision of business development and Albury CBD promotional activities is as follows:

	2020/21	2021/22	2022/23	2023/24
Sponsorship	\$141,125	\$136,125	\$131,125	\$126,125
PSR	\$163,890	\$167,603	\$170,839	\$176,820

The PSR has progressively been increased in line with the NSW Government approved rate peg annually. The actual amount collected under the PSR is also affected by increases/decreases in property valuations undertaken by the Valuer General for rating purposes.

The recent review of the PSR highlighted the overwhelming majority of business and property owners/operators surveyed were aware of ABC and the overall performance rating of the promotional activities undertaken by ABC was high. The results of the PSR review were presented to Council at its meeting on 11 December 2023 and at that meeting Council resolved to:

- a. *Receive and note the findings of the 2023/24 Promotional Special Rate review;*
- b. *Continue the Albury CBD Promotional Special Rate for four years (2024 – 2028) applying the rate peg increase each year; and*
- c. *Receive and consider a further Report in 2024 to determine management of the Promotional Special Rate levy and delivery of Albury CBD promotional activities by Albury Business Connect for four years (2024 – 2028).*

Issues

Request for Sponsorship & Financial Assistance

On 8 November 2023, AlburyCity received a formal request from ABC (Attachment 1) to:

- a. Renew the Service Agreement for four years for period 1 July 2024 to 30 June 2028; and
- b. The following financial support (ex GST):
 - i. Sponsorship of \$142,000 for the provision of business development services in 2024/25, reducing by \$5,000 per annum in Years 2, 3 and 4, payable by Tax Invoice issued annually commencing September 2024;
 - ii. Financial assistance by way of PSR funds collected for the provision of Albury CBD promotion and activation services payable annually by equal quarterly instalments, upon receipt of a Tax Invoice. It is noted that the PSR will continue to be indexed annually to the approved NSW Government rate peg.

It is noted that ABC has requested funding to be reset to like terms of the existing Service Agreement, that is, sponsorship commencing at \$142,000 for Year 1 reducing annually by \$5,000 thereafter. The request does not seek sponsorship for Year 1 to commence from the current 2023/24 sponsorship amount of \$126,125.

Since 2020, Australia's economy has experienced unprecedented challenges as a result of the COVID-19 pandemic. Over the past 12 months to December 2023, this has been particularly evident:

- Consumer Price Index (CPI) rose by 4.1%;
- Rent prices rose by 7.3%;
- Insurance prices rose by 16.2%, the strongest annual rise since March 2001;
- Electricity prices surged by 9.6%; and
- Wage Price Index (WPI) increased by 4% (to September 2023), the highest increase since March 2019.

In real terms, inflationary change would see Council's 2020 sponsorship amount of \$141,125 costing \$163,400 in 2023.

ABC has not been immune to the challenges faced in the economy. Despite taking steps to reduce rental expenses by reducing leased area footprint, attract greater sponsorship and increase membership support, ABC has experienced a significant rise in operating costs over the past four years including:

- 10% rise to employee costs (representing 61.7% of operational costs);
- 17% rise to insurance, audit and bookkeeping (representing 10.3% of operational costs); and
- 15% rise to the cost of hosting events (representing 9.6% of operational costs).

In addition to the above increases, over the past four years, unsurprisingly ABC has experienced a deficit in membership of 19%. The difficult operating environment, particularly the COVID-19 lockdowns during this period, placed immense pressure on our local businesses and this was reflected in members either reducing their membership tier or not renewing their membership. ABC has, and continues to, focus on membership growth as a key part of their strategy.

The request to commence sponsorship at \$142,000 and subsequently reducing by \$5,000 annually allows ABC to continue to deliver its important operations having regard to the increase in costs to do so.

Vision and Objectives

With newly appointed board members and the general manager, ABC has undertaken a review of its vision, values and objectives to develop a four-year Strategic Plan 2024 – 2028 (Attachment 2). Subject to determination of this Report and feedback from Council, ABC's 2024 – 2025 Operational Plan has been developed identifying tactical actions with targeted Key Performance Indicators (KPIs) that will deliver on the organisation's priorities (Attachment 3).

AlburyCBD has also developed its four-year Strategic Plan 2024 – 2028 (Attachment 4). Similarly, an Operational Plan with strategic actions and targeted KPIs guiding the promotional and activation activities for the Albury CBD has been prepared, subject to determination of ABC's request herein and Council feedback (Attachment 5).

Under the terms of the current 2020 – 2024 Service Agreement, ABC is required to provide to Council:

- A report every six months outlining their performance against the KPIs outlined in the Strategic Plan;
- The 12-month Operational Plan and Tactical Marketing Plan outlining planned business development activities for the next 12 months for approval by AlburyCity; and
- Audited annual financial records to AlburyCity within three months of the end of each financial year.

If Council endorses renewal of the Service Agreement as recommended, it is proposed the current reporting terms will be similarly adopted.

Performance & Achievements

The current Operational Plan contains 37 Key Performance Indicators reportable to Council. In accordance with the terms of the current Service Agreement, every six months ABC has presented to Council an overview of activities undertaken and progress towards meeting agreed KPIs. In addition, audited financial records are presented to Council each financial year.

Despite operating in a challenging environment over the past four years, ABC has and continues to, deliver on its Strategic Plan with key highlights including:

- In excess of 200 business events for over 11,000 attendees;
- Over 550 promotional initiatives;
- Return of the Albury Wodonga Business Awards as a prestigious event;
- Won the Riverina and State level Business NSW Chamber of the Year 2023;
- Provided a no-cost mental health program for Albury businesses in conjunction with the office of Justin Clancy MP, Member for Albury;
- Recognition as a voice of local businesses with 48 media appearances during 2022/23;
- Rebuilt membership numbers post COVID-19 pandemic;
- Creation of the Start Smart Program in collaboration with AlburyCity and Enterprise Plus;
- Conducted two successful retail workshops in 2022 teaching local retailers the importance of shopfront presentation, product mix and placement; and
- Re-signed a three-year Sponsorship Agreement with Border Trust's Give 500 Program.

In addition, AlburyCBD has continued to deliver above its Strategic Plan KPIs to keep the city centre activated over the past four years, including:

- \$196,200 worth of gift cards sold, comprising 2,800 individual cards;
- Newsletter with over 1,000 subscribers;
- Professional photoshoots with 67 CBD businesses, providing businesses and AlburyCBD with high quality images for advertising and promotional use; and
- Quarterly business networking nights with an average of 50-70 attendees.

ABC is considered one of NSW's most active Chambers with over 420 members, 3.6 FTE, 10 board members, 15 sponsors and more than 35 volunteers at any one given time. Its members employ an estimated 7,000 – 7,500 local residents.

In November 2023, ABC was recognised by Business NSW at the State Awards, winning Outstanding Local Chamber for NSW, triumphing over seven other State finalists. The award highlights the outstanding contribution ABC makes to supporting local businesses and places ABC as arguably one of Australia's leading chambers of commerce.

Continued alliances with key stakeholder organisations, including Business NSW, has helped ABC to increase its profile in the State and National political environment. ABC acts as a critical conduit to and from SMEs in the region, highlighting issues and opportunities while also providing a voice to the local business community. ABC continues to participate in the Cross-Border Committee with the needs of Albury business operators represented as part of the forum.

Importantly, ABC has continued to provide a strong medium for communication between Council and the business community, supporting our 'Have Your Say' processes and other community engagement initiatives, providing 'Letters of Support' for funding applications and collaborating with the Economic Development, Events, Visitor Economy & Experience, Cultural Services and MAMA teams on activation activities.

Following the successful implementation of the 2020 – 2024 Sponsorship and Financial Assistance Service Agreement to date, and for ABC to continue to effectively deliver key priorities, the organisation has requested financial surety for a further four-year period.

Strategic Alignment

Albury Retail Action Plan 2023-2027

The Albury Retail Action Plan (ARAP) was developed in 2023 and included input from a range of business operators in relation to city-wide co-operative marketing in the retail sector.

Objectives and actions identified in the ARAP as relevant to, or for instigation and/or implementation by or in partnership with ABC include:

Objectives:

- Objective 1 Improve Walkability*
- Objective 2 Improve Capacity*
- Objective 4 Retail Industry Engagement*

Actions:

- Action 1.6 Develop a co-funded shop improvement fund to support retail facade upgrades, design and placement of business identification signage and building regeneration.*
- Action 1.11 Delivery of Christmas shopping promotional campaign annually incorporating events, decorations, retail initiatives and targeted advertising to position Albury as a shopping destination experience.*
- Action 1.20 Continue promoting the availability of shopper and commuter parking across the CBD, encouraging the use of off-street parking options.*
- Action 1.21 Implement initiatives to improve the safety of key CBD car parks including Volt Lane car park.*

- Action 2.3 *Promote independent or niche retailing by investigating avenues to encourage micro or online retailers in the region to establish a shop front presence in the city.*
- Action 2.5 *Develop case study video material of businesses undertaking sustainable retail practices, in order to promote innovation in this space and objectives of the wider circular economy movement.*
- Action 4.1 *Continue to work with Albury Business Connect in delivery of the Albury CBD campaign as a means of highlighting Albury's retail offering outside of the Albury LGA.*
- Action 4.8 *Provide specialist training for local retailers to upskill retailers in diversifying their sales channels.*
- Action 4.9 *Deliver retail merchandising training to upskill retailers on the importance of shop front presentation and product mix and placement.*
- Action 4.12 *Grow the #My Local Pledge campaign to put a spotlight on locally made and produced goods and services through case studies and additional funding.*
- Action 4.13 *Work with local retailers to increase trading hours across the city, in collaboration with other night-time economy activation efforts and hospitality venue hours. Provide assistance in changes to development consents where extended hours are supportive of retail purposes.*

Albury Economic Development Strategy 2023-2027

The Albury Economic Development Strategy (AEDS) was developed in 2023 and included comprehensive consultation with a range of stakeholders including business operators in order to create a sustainable, prosperous future for everyone in the Albury Community.

Strategic priorities and actions identified in the AEDS as relevant to, or for instigation and/or implementation by or in partnership with ABC include:

Strategic Priorities:

- Strategic Priority 1 *Leadership through effective partnerships.*
- Strategic Priority 2 *A resilient and innovative business environment.*
- Strategic Priority 3 *Inclusive and equitable economic growth.*
- Strategic Priority 4 *A hub of activity and services within a cohesive cross border Regional City.*

Actions:

- Action 1.2.4 *Manage agreement with Albury Business Connect for business development services.*
- Action 1.2.6 *Lead business and industry events with target industries to develop and grow industry capability, and to identify how AlburyCity can assist industry development.*
- Action 1.5.3 *Monitor and advocate for the ongoing Albury CBD promotional special rate levy.*
- Action 2.1.2 *Prepare a Night-time Economy Strategy to identify ways for AlburyCity to create more business and entertainment opportunities in a safe, well managed, and inclusive manner.*
- Action 2.4.3 *Actively report and promote AlburyCity progress on achieving the Towards Albury 2050 Community Net Zero Target at business and industry forums.*
- Action 2.6.3 *Work with Albury Business Connect to deliver "shop local" initiatives.*
- Action 3.6.1 *Develop and implement a Lavington Economic Revitalisation Plan.*

- Action 3.6.2 *Support the ongoing delivery of the Albury and Lavington CBD masterplans with analysis, business case development and funding applications.*
- Action 4.1.1 *Continue to support the identification of cross border issues and advocacy efforts to streamline those issues.*

Towards Albury 2050

The following outcomes and strategies from the 'A Growing Sustainable Economy' theme in Towards Albury 2050 are relevant to the review of the levy and provision of a vibrant CBD.

Outcomes:

- Outcome 1.3 *Albury will offer diverse and innovative tourism experiences to attract new and repeat visitors.*
- Outcome 1.4 *Albury has a national reputation as a place to do business, supported by resilient, future-focused and sustainable economy driving employment and supporting growth across all sectors.*
- Outcome 4.3 *Albury is nationally recognised as a vibrant, innovative, collaborative cross-border community.*

Strategies:

- Strategy 1.3.2 *Create tourism marketing campaigns to promote experiences linked to our brand pillars.*
- Strategy 1.3.3 *Investigate partnerships to attract visitors to our region, and increase the diversity in attractions, events and facilities for our community and visitors.*
- Strategy 1.4.3 *Promote and leverage our unique economic strengths to increase and attract private and public investment in areas such as advanced manufacturing.*
- Strategy 1.4.4 *Support entrepreneurs, start-ups, research, and digital connectivity for our community with innovative digital infrastructure.*
- Strategy 4.3.1 *Collaborating and networking opportunities are provided for leaders to foster growth and innovation.*

In addition to the above, AlburyCity has developed a number of other community and economic development plans and strategies identifying ABC as a key stakeholder responsible for the achievement of identified outcomes.

Risk

- **Business Risk** – Business development programs support the expansion and improvement of resilience of local business and industry. Small business has a considerable role to play in the ongoing prosperity of our local economy, and without the provision of development support there is a risk that growth will be curbed.

Over a long period, ABC has demonstrated its capacity to deliver on the requirements of this important function. There is an opportunity cost associated with the provision of funding requested from ABC. However, if sponsorship was not provided, there is arguably a requirement for AlburyCity to prepare and implement a business development program to strengthen and

support its economic development activities and its mission to proactively contribute to the growth and development of the city's economy.

Currently, ABC has 3.6 FTE staff to deliver the services they provide to Albury's business community. In considering the costs of providing a business development function within Council, it is estimated that these would be significantly more than the level of sponsorship requested by ABC. Employee costs (including on-boarding) for the current staff equivalent would be in excess of \$300,000. This does not take into account the operational budget required to deliver on the programming.

In addition to Council funding, ABC generates funds through membership, sponsorship and events. These funds are vital to support ABC's operations however alone would not be sufficient to deliver its current programs. Given the strong relationship ABC enjoys with Albury businesses together with the connection it provides between Council and business, there is a risk that Council would not be able to attract the level of support, both financially and non-financially, that ABC currently generates.

Further, given the size and diversity of the Albury economy, it can be argued that the business community is best placed to determine and deliver the business development support required to ensure continued growth and development of small to medium enterprises.

- **Corporate Risk** – A significant reduction or cessation of sponsorship support for ABC could be perceived as a lessening of Council's commitment to supporting the business community and growth and development of the local economy. This would be in direct conflict with many key plans and strategies that have been developed through community consultation, including the Albury Economic Development Strategy endorsed by Council on 25 September 2023.

As noted above, ABC recently won the Business NSW State Award for the Most Outstanding Local Chamber for NSW. ABC would not be in a position to deliver the calibre of programs to earn such recognition without support from Council. ABC regularly recognises Council's support and failure by Council to continue to provide funding to ABC may negatively impact Council's corporate reputation and image.

In 2023, 26% of all ordinary rate revenue was derived from 'business' and 'business village' properties, equating to approximately \$13,056,000. The \$142,000 in sponsorship requested from the general fund represents approximately 1.087% of the ordinary rates collected from business properties.

In addition to sponsorship, the recommendation from the recently completed PSR review was for the continued delivery of CBD promotional activities, which Council endorsed to maintain collection of over the next four years at its 11 December 2023 meeting. Accordingly, failure to provide funding to ABC to enable this to occur could negatively impact on Council's corporate image.

- **WHS and Public Risk** – No risks identified.
- **Environmental Risk** – No risks identified.
- **Delivery Program Risk** – The Albury Economic Development Strategy articulates the requirement for business development activities as part of its economic growth plans. The draft 2024/25 Operating Budget currently being prepared does not include payroll or delivery funding for a Council managed business development program. Accordingly, any requirement to undertake this function with existing resources will result in the inability to perform essential economic development activities. The AlburyCity draft 2024 Economic Development operational budget Four Year Delivery Program includes provision for the ongoing sponsorship of ABC, subject to Council endorsement.

Community Engagement

The Plans and Strategies articulated in the “Issues” section of this Report were developed following extensive community and industry engagement.

ABC has actively supported and facilitated AlburyCity’s engagement with the business community over the last four years under the current Service Agreement. This has included, but is not limited to, provision of Council related information in e-newsletters and opportunities for Councillors and staff to present at ABC member events (e.g. Business Before and After Hours) and at major events (e.g. Albury Wodonga Business Awards). Recently, ABC has driven business participation and feedback on the PSR Review, Albury Retail Action Plan, Economic Development Strategy, Albury Gold Cup Public Holiday and the Thurgoona Wirlinga Precinct Structure Plan Review.

Further, ABC has provided representatives on a range of working groups and committees established by Council to drive achievement of outcomes identified in key community organisational Plans and Strategies. Regular briefings with a number of Council teams including, but not limited to, Economic Development, Events and Tourism, have also provided an excellent opportunity for information sharing and collaboration between our two organisations.

ABC plays a significant role in Council’s engagement with the business community and our awareness of issues and opportunities impacting local businesses and the economy. This connectivity ensures that Council has a greater capacity to represent the interests and concerns of the business community.

If supported by Council, the proposed sponsorship and financial assistance to Albury Business Connect will be reflected in the Financial Assistance Schedule exhibited as part of the draft 2024/25 budget.

Options

1. That Council enter into a Sponsorship and Financial Assistance Service Agreement with Albury Business Connect for period 1 July 2024 to 30 June 2028 and include the following annual payments:
 - a. Sponsorship of \$142,000 (ex GST) for the provision of business development services in 2024/25, reducing by \$5,000 per annum in Years 2, 3 and 4; and
 - b. All funding collected by AlburyCity under the Promotional Special Rate for the delivery of Albury CBD promotion and activation services, indexed in line with the NSW Government approved rate peg in Years 2, 3 and 4.

This option affords ABC with the financial confidence to continue to successfully deliver important business development services and Albury CBD promotion and activation services over the next four years, on behalf of Council. It would see continuation of support in line with the most recent funding arrangement while affording Council the opportunity to reduce ABC's reliance on local government funding over time. The incremental reduction also provides ABC the opportunity to identify and implement additional revenue streams.

Recommended.

2. That Council enter into a Sponsorship and Financial Assistance Service Agreement with Albury Business Connect for period 1 July 2024 to 30 June 2028 and include the following annual payments:
 - a. Sponsorship of \$126,125 (ex GST) for the provision of business development services in 2024/25, reducing by \$5,000 per annum in Years 2, 3 and 4; and
 - b. All funding collected by AlburyCity under the Promotional Special Rate for the delivery of Albury CBD promotion and activation services, indexed in line with the NSW Government approved rate peg in Years 2, 3 and 4.

Whilst this option affords ABC with financial support it does not consider the significant increase in the costs of doing business which have escalated significantly in recent years. This option has the potential to detrimentally impact ABC's ability to deliver the scope and/or success of business development programs required over the next four years. Council may be required to deliver supplementary activities to support the wider Albury business community requiring additional internal resource allocation which would likely exceed the cost of ABC providing same.

Not Recommended.

3. That Council:
 - a. Enter into a Financial Assistance Service Agreement with Albury Business Connect for period 1 July 2024 to 30 June 2028 for all funding collected by AlburyCity under the Promotional Special Rate for delivery of Albury CBD promotional and activation services, indexed in line with the NSW Government approved rate peg in Years 2, 3 and 4;
 - b. Not provide annual sponsorship funding to Albury Business Connect; and
 - c. Request a Report from Council officers as to how business development activities can be delivered internally.

While this option would provide ABC financial assistance to deliver Albury CBD promotional and activation activities, it would not provide sponsorship to ABC to deliver business development programs to support the wider Albury business community. The removal of sponsorship would have a detrimental impact on ABC's overall viability and would arguably impact their ability to deliver the Albury CBD activities to the standard expected.

In addition, resource allocation to carry out the business development activities internally would likely exceed the sponsorship request from ABC and would not deliver the scope or success of programs currently carried out by ABC.

Not Recommended.

4. That Council:
 - a. Not provide sponsorship or financial assistance funding to Albury Business Connect; and
 - b. Request a report from Council officers as to how business development and CBD promotional services and associated activities can be delivered internally.

Ending funding to ABC will significantly impact its viability and place the continuation of the organisation at severe risk. As previously outlined, ABC delivers an important business development function on behalf of Council.

In the event of funding not being provided and consideration given to Council delivering this service internally, the cost to Council to do so would outweigh the funding requested by ABC herein and it is expected the scope and success of the business development program would substantially reduce. Additionally, resource allocation would need to be provided for development and implementation of an Albury CBD promotion and activation program for which the PSR will be collected over the next four years.

Not Recommended.

Conclusion

Albury Business Connect is a pro-active, leading business chamber that was recently recognised as the Most Outstanding Chamber in NSW by Business NSW. ABC represents more than 420 businesses employing up to an estimated 7,500 local residents.

Despite operating in unprecedented conditions over the past four years, including considerable increases to operational costs, ABC has continued to deliver on its planned activities and KPI's as required under the current Sponsorship and Financial Assistance Service Agreement. The organisation has undergone significant transformation during the past four years, with rebranding, a newly appointed General Manager, changes to the board and a comprehensive review of its vision, values and objectives.

Importantly, ABC has been a strong advocate for business and industry together with providing a critical medium for communication between Council and the business community.

Sponsorship and financial assistance for both business development and Albury CBD promotion is now being sought by ABC for a further four years from 1 July 2024 to 30 June 2028.

AlburyCity's Strategies and Plans, including *Towards Albury 2050*, the Albury Economic Development Strategy and the Albury Retail Action Plan, identify ABC as a key stakeholder and/or a responsible organisation that is required to contribute to the achievement of identified objectives and outcomes.

The recently completed Promotional Special Levy review highlighted business and property owners/operator's awareness of the work carried out by ABC while overall performance ratings of activities undertaken by ABC in promoting the Albury CBD was high.

AlburyCity recognises and values the contribution that ABC and its members make to the local economy, community wellbeing and vibrancy of the city. In comparison with other regional cities its sponsorship of ABC is significant. However, the support is provided as an alternative to internal delivery of business development programs, which are often undertaken by other Councils at greater expense than the level of sponsorship, and arguably with less success.

The current sponsorship arrangement has afforded business and industry the opportunity to determine which programs/initiatives are required and how they are best delivered to meet their needs. It has also supported a strong and collaborative relationship between Council and the business community and enabled a level of engagement and communication, which is the envy of other local government areas.

Recommendation

That Council enter into a Sponsorship and Financial Assistance Service Agreement with Albury Business Connect for period 1 July 2024 to 30 June 2028 and include the following annual payments:

- a. Sponsorship of \$142,000 (ex GST) for the provision of business development services in 2024/25, reducing by \$5,000 per annum in Years 2, 3 and 4; and
- b. All funding collected by AlburyCity under the Promotional Special Rate for the delivery of Albury CBD promotion and activation services, indexed in line with the NSW Government approved rate peg in Years 2, 3 and 4.

Attachments

1. Letter of request from Albury Business Connect dated 8 November 2023 (DOC24/22739).
2. Albury Business Connect Strategic Plan 2024 – 2028 (DOC24/35220).
3. Albury Business Connect Operational Plan 2024 – 2025 (DOC24/35216).
4. AlburyCBD Strategic Plan 2024 – 2028 (DOC24/19463).
5. AlburyCBD Operational Plan 2024 – 2025 (DOC24/23433).