

# agenda

Economic Development Committee



Please be advised that an **Economic Development Committee** meeting will be held at **5.30pm** on **6 September 2018** in meeting room 1 at the administration building, 99 Shepperton Road, Victoria Park.

A handwritten signature in black ink, appearing to read "A Vuleta".

**ANTHONY VULETA**  
**CHIEF EXECUTIVE OFFICER**

**3 September 2018**

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## 1 OPENING

## 2 ATTENDANCE

<b>Members:</b>	Cr J (Julian) Jacobs Cr K (Karen) Vernon
<b>Jarrah Ward:</b>	Cr J (Jennifer) Ammons Noble ( <b>Presiding Member</b> ) Cr B (Bronwyn) Ife
<b>Community Members</b>	Mr S (Steven) McCabe Mr C (Callum) Prior
<b>Chief Operations Officer</b>	Mr B (Ben) Killigrew
<b>Chief Planning Officer</b>	Ms N (Natalie) Martin Goode
<b>Manager Stakeholder Relations</b>	Mrs C (Carrie) Parsons
<b>Place Manager</b>	Mr D (David) Doy
<b>Secretary</b>	Ms G (Gaye) Last
<b>Guests</b>	Nil

### 2.1 Apologies

Nil

### 2.2 Approved Leave of Absence

Nil

## 3 DECLARATIONS OF INTEREST

Declarations of interest are to be made in writing prior to the commencement of the Meeting, (a form to assist Elected Members and Staff is attached at the end of this Agenda).

### **Declaration of Financial Interests**

A declaration under this section requires that the nature of the interest must be disclosed. Consequently a member who has made a declaration must not preside, participate in, or be present during any discussion or decision-making procedure relating to the matter the subject of the declaration. An employee is required to disclose their financial interest and if required to do so by the Council must disclose the extent of the interest.

Name/Position	
Item No/Subject	
Nature of Interest	
Extent of Interest	

**Declaration of Proximity Interest**

Elected members (in accordance with Regulation 11 of the *Local Government [Rules of Conduct] Regulations 2007*) and employees (in accordance with the Code of Conduct) are to declare an interest in a matter if the matter concerns: a) a proposed change to a planning scheme affecting land that adjoins the person’s land; b) a proposed change to the zoning or use of land that adjoins the person’s land; or c) a proposed development (as defined in section 5.63(5)) of land that adjoins the persons’ land.

Land, the proposed land adjoins a person’s land if: a) the proposal land, not being a thoroughfare, has a common boundary with the person’s land; b) the proposal land, or any part of it, is directly across a thoroughfare from, the person’s land; or c) the proposal land is that part of a thoroughfare that has a common boundary with the person’s land. A person’s land is a reference to any land owned by the person or in which the person has any estate or interest.

Name/Position	
Item No/Subject	
Nature of Interest	
Extent of Interest	

**Declaration of Interest affecting impartiality**

Elected Members (in accordance with Regulation 11 of the *Local Government [Rules of Conduct] Regulations 2007*) and employees (in accordance with the Code of Conduct) are required to declare any interest that may affect their impartiality in considering a matter. This declaration does not restrict any right to participate in or be present during the decision-making process. The Elected Member/employee is also encouraged to disclose the nature of the interest.

Name/Position	
Item No/Subject	
Nature of Interest	
Extent of Interest	

## 4 CONFIRMATION OF MINUTES

**That the minutes of Economic Development Committee meeting held on 2 August 2018 be confirmed.**

## 5 TERMS OF REFERENCE

### 1. NAME

The name of the Committee shall be the Economic Development Committee.

### 2. PURPOSE

The Town's Strategic Community Plan notes four components of the Mission Statement, namely –

- Social – To promote sustainable connected, safe and diverse places for everyone.
- Economic – To promote sustainable diverse, resilient and prosperous places for everyone.
- Environment – To promote sustainable liveable, healthy and green places for everyone.
- Civic Leadership – To show leadership by communicating with, empowering and supporting people in the community.

The primary purpose of this committee shall be the Economic component of the Town's Mission Statement, which is to promote sustainable diverse, resilient and prosperous places for everyone.

### 3. SCOPE

The Committee will primarily focus on the following key Economic Strategic Outcomes –

- A desirable place for commerce and tourism that supports equity, diverse local employment and entrepreneurship.
- A clean, safe and accessible place to visit.

Wherever possible, the Committee will seek opportunities to address the following additional Strategic Outcomes –

- Everyone receives appropriate information in the most efficient and effective way for them.
- Appropriate devolution of decision making and service provision to an empowered community.
- People have positive exchanges with the Town that inspires confidence in the information and the timely service provided.
- A community that is authentically engaged and informed in a timely manner.

### 4. DELIVERABLES

The Committee will –

- Provide strategic leadership in the development and regular review of policies and strategies that are inclusive, empowering and build capacity of the Town of Victoria Community.
- Support and promote local business.

- Develop the Town as the event destination of choice.
- Exploit the Town's geographical location and natural assets.
- Improve the standard and effectiveness of sustainable economic development and activity across the District in partnership with key stakeholders.

Specifically the Committee will ensure delivery of the following –

- Annual review of policies, strategies and plans related to the Scope of the Committee.
- Economic Development Needs Assessment and Analysis.
- Economic Development and Tourism Strategy.
- Events and Activation Strategy.

## **5. REPORTING**

Although any Service Area of the Town may report through this Committee on matters associated with the Primary Purpose and Scope, the following Service Areas of Council are likely to predominantly feature –

- Economic Development
- Environmental Health
- Parking Management

## **6. GOVERNANCE**

The Committee is a Council-created Committee formed under Subdivision 2 (Committees and their meetings) of the Local Government Act 1995 and is governed by the provisions of the Town of Victoria Park Standing Orders Local Law 2011 and the Local Government Act 1995 and its Regulations.

The Committee will comprise a maximum of four (4) Elected Members (being two (2) Elected Member representatives from each of the Town's two (2) wards with five (5) Elected Members being appointed in a hierarchical order as alternate deputy members) and up to two (2) other persons (that may be co-opted from time-to-time for such period, or in relation to such matters, as determined, where that person's experience, skills or qualifications would enable him or her to make a contribution to the Committee's functions).

In accordance with section 5.19 of the Local Government Act 1995, the quorum for a meeting of the Committee is at least 50% of the number of offices (whether vacant or not) of members of the Committee.

## **7. MEETING ARRANGEMENTS**

The Committee shall convene in accordance with the annual adopted meeting schedule.

## **8. AUTHORITY**

The Committee has no delegated power. The Committee may only make recommendations to Council for a decision.

## **9. REVIEW**

The Committee and Committee Terms of Reference will be reviewed from time-to-time and immediately following each local government election.

## 6 PRESENTATIONS

<b>6.1 Deputations</b>
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Nil

## 7 METHOD OF DEALING WITH AGENDA BUSINESS

**RECOMMENDATION:**

**That clause 6.10 *Speaking Twice of the Town of Victoria Park Standing Orders Local Law 2011* be suspended for the duration of this meeting.**

**NOTE:** The above recommendation if adopted will enable Members to speak more than once and assist in open discussion for the entire meeting.

**NOTE:** Mover and seconder required and the matter put to the vote.

## 8 REPORTS

### 8.1 Eat Ride n Enjoy Business Initiative and Marketing Campaign – Evaluation

<b>File Reference:</b>	ECO/10/17
<b>Appendices:</b>	1. Eat Ride n Enjoy Evaluation Report
<b>Attachments:</b>	No

<b>Date:</b>	6 September 2018
<b>Reporting Officer:</b>	D Doy
<b>Responsible Officer:</b>	N Martin Goode
<b>Voting Requirement:</b>	Simple Majority

<b>Executive Summary:</b>	
<b>Recommendation – The Economic Development Committee receives the report.</b>	
<ul style="list-style-type: none"> <li>• This report provides a summary of the Eat Ride n Enjoy campaign.</li> <li>• The Eat Ride n Enjoy campaign ran for three month, ending in July 2018.</li> <li>• This report provides an evaluation of the performance of the campaign and major lessons learned after a review of the feedback received from an on-line business survey conducted in July 2018.</li> <li>• The report outlines future actions relating to the Eat Ride n Enjoy campaign.</li> </ul>	

#### TABLED ITEMS:

Nil

#### BACKGROUND:

The Eat Ride n Enjoy campaign (the campaign) was launched in late February 2018 to assist hospitality businesses capitalise on the extra patronage expected from the opening of Optus Stadium.

The Town invested in creating a brand concept and marketing plan to sell Vic Park as the place to stop and eat pre and post event. Businesses were engaged to help choose the concept and were given several marketing assets to deliver advertising and messages through their own channels, with the incentive of offering special deals and discounts for customers.

In April 2018, the Town surveyed participating businesses to understand how the campaign was working for them and if any challenges had been revealed.

The Town then surveyed businesses again in July 2018 to understand the impact the campaign was having on their business. This progress report provides an outline of the results of this final business survey.



**DETAILS:**

The campaign ran for three months, with its marketing plan officially ending in July 2018. Since the launch in Late February 2018, an additional 14 businesses joined the campaign to take the total to 44 campaign participants.

Phase one of the campaign, involved getting local businesses on board, developing the brand and video content.

Phase two included rolling out the marketing campaign through a business survey of which the results were reported back to the Committee in June 2018.

An outline of the details of the campaign is provided in Table 1 below:

**Table 1: Summary of Marketing Actions**

ITEM	DESCRIPTION	NOTES
Brochure	Fold out map with all business offers and contact information.	First print – 2000 copies to local businesses and Town buildings
Window decals	A1 to display in local business and Town of Victoria Park buildings	Ordered and distributed to businesses via business packs
Stickers	Stickers in two different designs printed to give to businesses to use on coffee cups etc.	Ordered and distributed to businesses via business packs
Posters	A1 poster to display around Town buildings and cafes etc.	A1 on display in admin foyer
Facebook	Video and photo content	27 Feb – video launch (4,247 views) 2 March – 3.8k reach 3 March – 3.4k reach 20 March – 6.5k reach 24 March – 10.9k (boosted) 6 April – 3.1k reach 13 April – 816 reach 21 June – 1737 reach  Video embedded into Facebook cover photo  Shorter ‘football themed’ video boosted
Instagram	Video and photo content	Cut down snippets of the promotional videos used to promote the event in the lead-up to events and games
Twitter	Regular tweets ahead of games and events	Ongoing
Media release	Media release – angle of discount/cheap eats for patrons distributed to major news outlets final week of Feb before major events kick off in March	Sent 27 February 2018 to media outlets. Stories generated in the West Australian ‘Fresh’ section, Weekend West, Southern Gazette and shared to the <a href="#">West Australian Facebook page</a> .
The West	Print advert to run in the West special Optus Stadium magazine distributed on 24 Jan 2018	Complete, appeared in feature.

Life in the Park newsletter	Feature article in Autumn edition (March distribution)	Centrefold feature printed and distributed to 19,500 households from 19 March
Dedicated website	Dedicated website url (subsite to current website) built to host more information about the deals on offer, and the businesses involved	Built in house and live from early February eatrideenjoy.com.au Web stats (29 April – 16 July) <ul style="list-style-type: none"> <li>• Web traffic shows most people finding the site from Google (38%), people directly typing the address into their browser (33.5%) with 16% coming from the Town's website</li> <li>• Most people are visiting the homepage and the 'Eat' section</li> <li>• 49% are accessing from a mobile device, 42% from a desktop and 9% from a tablet.</li> <li>• Busiest day for web – 2 June with 178 pageviews (this was the same day as the in-stadium advertising rolled out for the first time)</li> </ul>
Event listing/What's On sites	Partnership with Urban List Perth	Urbanlist <a href="#">article live</a> on 7 March, shared to their Facebook page.
e-newsletters	ToVP e-newsletter feature articles	Completed for January, February, March, April, May and June
TV sliders	For all plasma screens within Town buildings	Full length video playing on loop in admin foyer
USBs	Branded USBs for this project to give to businesses	Printed and distributed to local businesses with video content, digital images, 'how-to' social media guides, contact lists for Town staff
Adshel	Bus stop advertising at along Albany Hwy	Ran between 14 May – 8 July along Albany Hwy, Canning Hwy and Great Eastern Hwy
Radio – Southern Cross Austereo	Advertising across either 94.5 or 92.9FM (or both) Value add options include the street teams handing out discount booklets at the Stadium are an option.	92.9 FM three week campaign ran from 26 February 2018
Kedar edge banners	Banners printed and placed at high-traffic locations around the Town of Victoria Park (three banners printed and installed) <ul style="list-style-type: none"> <li>- Craig St &amp; Great Eastern Hwy</li> <li>- McCallum Park and Causeway intersection</li> <li>- Mint St &amp; Shepperton rd</li> <li>- Orrong Rd &amp; Galaxy Way intersection</li> </ul>	Four banners on constant rotation since February 2018
Walking billboards	Hired for 10 March, 25 March and 7 April at Optus Stadium	Completed to good feedback, staff handed out flyers to patrons

Vic Park chalk wall	Painting of info on the chalk wall outside Kabuki sushi on Albany Hwy. Pending completion and removal of Arts Season.	Installed week beginning 28 May (unavailable earlier)
Local businesses	Provide participating businesses with a 'promo pack' of online and printed collateral to promote with strong encouragement to use social media to promote the campaign. <ul style="list-style-type: none"> <li>- Window decals</li> <li>- Customer service cards (for when people ask non-relevant questions)</li> <li>- USBs</li> </ul>	Completed – all businesses were offered a pack with window decals, stickers, brochures and USBs with digital content.
West Coast Eagles	Game day advertising in Optus Stadium – animated billboard and big screen TVCs (15 second slots)	Booked for games on 2 June, 21 June, 8 July. There were spikes in traffic to the website on all of those days.

**Legal Compliance:**

Nil

**Policy Implications:**

Nil

**Risk Management Considerations:**

Risk & Consequence	Consequence + Rating	Likelihood = Rating	Overall Risk Analysis	Mitigation/Actions
e.g <b>Reputational.</b> Negative public perception or relationship breakdown with businesses and government may result with campaign changing or discontinuing.	Minor	Possible	Moderate	<ul style="list-style-type: none"> <li>a) Business consultation and evaluation</li> <li>b) Ongoing use of campaign concept</li> </ul>

**Strategic Plan Implications:**

A dynamic place for everyone

- We are Perth's Premier place for entertainment and entrepreneurship.

Ec1: A desirable place for commerce and tourism that support equity, diverse local employment and entrepreneurship.

**Financial Implications:**Internal Budget:Total cost of campaign \$76,043.

<b>Cost</b>	<b>Output</b>
\$26,177	Campaign Concept Development Applications with style guide Video outputs Customer Service Training for businesses
\$49,866	Marketing collateral printing Advertising space buys – print and radio Outdoor (Bus, Adshels, Signage, Billboards etc) Blogs & Social Media boosting Optus Stadium WCE Home Game animated billboard and big screen advertising
<b>\$76,043</b>	<b>TOTAL</b>

Total Asset Management:

Nil

**Sustainability Assessment:**External Economic Implications:

The Town operates in a competitive market for the hospitality industry and is committed to supporting businesses by bringing more vibrancy and visitors to the Town. There are many economic opportunities, with tourism and employment growth areas, and flow on effects for local business.

Social Issues:

Becoming a desirable place for commerce and tourism, local employment, as well as providing accessible places with convenient transport options, are key focuses of the Town with social outcomes.

Cultural Issues:

Nil

Environmental Issues:

Nil

**COMMENT:****Campaign Evaluation:**

The Eat, Ride n Enjoy campaign ended on 30 July. The Town undertook a final business survey from 18 July 2018 to understand the performance of the campaign. The following three (3) outcomes were used to give some structure to the evaluation of the performance of the campaign.

- Outcome 1: To create promotional opportunities for Albany Highway businesses;
- Outcome 2: Increase visitation to Albany Highway businesses; and
- Outcome 3: Businesses feeling supported by Council.

Outcome 1: To create promotional opportunities for Albany Highway businesses.

Throughout the lifetime of the campaign 44 businesses signed up to be involved. A portion of these joined after the campaign had launched.

Most of the offers or deals promoted by the businesses were a discount of 10% – 15% off the total bill, or 'buy one get one free' discounts. One business promoted a variety of deals that changed for each event.

All businesses who responded to the expression of interest sent out in late 2017 were invited to attend a briefing session, customer service training, and the formal launch of the campaign. A custom-built website listed all of the businesses separately with their logo, contact details, short description and their campaign offer. All of the marketing materials produced by the Town featured the Eat, Ride 'n' Enjoy brand and website address – aiming to drive all traffic to the mobile-friendly website. Businesses were encouraged to promote the campaign using tools provided by the Town. Approximately 17% of businesses engaged in promoting the campaign on Instagram at least once, approx. 26% engaged via Facebook at least once. Less than five businesses promoted the campaign regularly throughout its duration.

The Town's social media promotion of the campaign reached a total audience of over 35,000 people, however this does not include data for the content that was shared, or generated by other parties e.g. The West Australian's true social media reach is likely to be double or even triple this figure. The article shared by The Urban List Perth reached 69,368 people, with 3,233 people clicking on the link to read the article in full.

The campaign included bus advertising throughout the Perth metropolitan area, concentrated on the south-east metro corridor. Anecdotal feedback from both businesses and customers was that this was a highly-visual means of promoting the campaign, with the advertising seen and recalled in Manning, Belmont, Como and Gosnells.

Radio advertising through Southern Cross Austereo's HIT 92.9FM reached an audience of 544,000\* people (\*GFK Radio Ratings [ERAM]. Survey #2 2018. All People 18 – 39. The Hit Brand (hit92.9, Buddha Hits Digital, Easy Hits Digital & OldSkool Digital).

Three West Coast Eagles home games at Optus Stadium featured in-game advertising on the big screen and animated scoreboard for the campaign. Attendance figures at these games was a combined 157,702 people.

The key message of the marketing campaign was pitching the Town as the place of choice before and after events at Optus Stadium, but the broader goal was to reinforce the Town's status as one of Perth's top food destinations. It could be assumed that the marketing campaign reached a combined audience of more than 500,000 unique people, and anecdotal feedback received shows that the message was spread beyond the district, to a wider Perth audience.

Outcome 2: Increased visitation to Albany Highway businesses

It has been incredibly hard to capture accurate data to prove whether or not businesses as a whole enjoyed increased patronage due to the Eat, Ride 'n' Enjoy campaign.

The Town's staff encouraged businesses to complete a feedback survey, sending it via email, and also visiting all the participating businesses in person, with a flyer containing the

survey link. Despite these efforts, only six of the 46 businesses completed the survey.

Some anecdotal evidence obtained by Town staff when they visited business owners indicated that there had been people clearly heading to Optus Stadium for an event (wearing football attire etc.) walking around the Town and visiting local businesses in recent months, and that their businesses were generally busy on event days. Some businesses however, did not notice an increase in patronage.

*Outcome 3: Businesses feeling supported by the council.*

The Town sent an initial expression of interest to its food and beverage businesses in October 2017. Interested businesses were invited along to an info session on 7 December at the Town's administration where brand concepts were presented, and general questions and information about the campaign covered.

The campaign was formally launched on 27 February 2018, with a special screening of the Eat, Ride 'n' Enjoy video which has been produced as part of the marketing campaign. Participating businesses were invited to attend a free customer service training workshop prior to the screening, and then invited to stay for the launch. At the time of the launch, there were 26 businesses signed up to participate. Following the launch, and for the duration of the marketing campaign, a further 20 businesses signed up to participate.

**Lessons Learned:**

With the campaign no longer being proactively promoted by the Town (outside of the continuation of the website and social media notifications) a second survey was undertaken in late July to understand the performance of the campaign. Town staff walked Albany Highway encouraging business to fill out the on-line survey and having one-on-one conversations about the performance of the campaign.

While the overall performance of the campaign is captured under the Evaluation outcomes above, some key lessons learnt were captured from the second survey and are outlined below.

*Mixed transport messaging*

Towards the end of the campaign it was brought to the attention of the project team that some of the special event buses being run by Transperth were not allowing passengers to alight at stops along Albany Hwy on the way to events.

This change to the service by Transperth undermined the performance of the campaign which focused heavily on patrons alighting along the route to and from the Stadium. Transperth were informed of this messaging prior to the campaign launching and since.

Feedback from some businesses also pointed out that the limited stops on the Transperth special event bus routes meant that many venues were not in close walking distance for some patrons.

*Website analytics*

Unfortunately the [www.eatrideenjoy.com.au](http://www.eatrideenjoy.com.au) website analytics were configured incorrectly when the website was set up. A mistake which was not discovered until two months into the campaign. This meant that the project team were unable to view website traffic data for the entire length of the campaign, and only have data from 29 April onwards.

Lack of clear measures

At the start of the campaign, there were no specific performance measures put into place with participating businesses. Ideally, participating businesses would have signed an agreement to keep track of the number of offers redeemed and customer numbers on event days. This would have allowed the Town to accurately measure the success of the campaign.

Differing levels of business involvement

The nature of the campaign meant that businesses could choose at which level they chose to participate.

At one end of the scale, businesses could simply email their logo and offer to be included on the website as part of the campaign. The businesses who chose to proactively participate in the workshops and attend the training session, as well as proactively using the marketing tools provided, did well. An example of this level of engagement was Decanter, in Victoria Park.

Some business offers were not unique to the campaign, but something that was offered regularly to all patrons at their venue (as Town staff discovered once the campaign had launched). A unique and consistent offer from participating businesses is needed to drive interest from patrons (ie. all eat, ride and enjoy patrons receive 20% off).

**CONCLUSION:**

The Eat, Ride n Enjoy campaign will continue although will need to be driven by participating businesses via their promotional channels. Although the number of contributions to the online survey were low, all contributors agreed they would like to see the campaign continue.

The Town of Victoria Park will continue to run and administer the Eat Ride n Enjoy website, and provide periodical promotion of the brand and messaging through its available channels. Businesses will need to proactively promote the campaign, and promote it via their own channels using the methods and tools the Town has provided.

The Town will explore opportunities to link the campaign to membership's packages at Optus Stadium. These membership packages could include but are not limited to Western Australian Cricket Association memberships and Perth Scorchers memberships for the upcoming summer season.

**RECOMMENDATION:**

**That the Economic Development Committee receives an update regarding the Eat, Ride n Enjoy campaign for September 2018.**

**9 MOTION FOR WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

Nil

**10 MEETING CLOSED TO PUBLIC**

Nil

**11 CLOSURE OF COMMITTEE MEETING**





**DECLARATION OF  
FINANCIAL INTEREST / PROXIMITY INTEREST / INTEREST THAT MAY AFFECT  
IMPARTIALITY**

**TO: CHIEF EXECUTIVE OFFICER  
TOWN OF VICTORIA PARK**

<b>Name &amp; Position</b>	
<b>Meeting Date</b>	
<b>Item No/Subject</b>	
<b>Nature of Interest</b>	Financial Interest* <span style="float: right;"><i>(*Delete where</i></span> Proximity Interest* <span style="float: right;"><i>not applicable)</i></span> Interest that may affect impartiality*
<b>Extent of Interest</b>	
<b>Signature</b>	
<b>Date</b>	

Section 5.65(1) of the Local Government Act 1995 states that:

“A member who has an interest in any matter to be discussed at a Council or Committee meeting that will be attended by that member must disclose the nature of the interest:

- (a) in a written notice given to the CEO before the meeting; or
- (b) at the meeting immediately before the matter is discussed”.

ALTERNATE MOTION / AMENDMENT SUBMISSION



To: HIS WORSHIP THE MAYOR:

Please be advised that I wish to move an ALTERNATE MOTION / AMENDMENT

Name of Elected Member:

Signature:

Date of Submission:

Council Meeting Date:

Item Number:

Item Title:

Alternate Motion / Amendment: *(strike out which is not applicable)*

**Note: Motions to Stand Alone**

All decisions of the council must be in the form of motions that are clear in their intent and enable a person to understand what has been decided without reference to another motion or information contained in the body of a report.

**Reason:**

**Note: Explanation for changes to Recommendations**

Administration Regulation 11 requires the minutes to include written reasons for each decision that is significantly different from the written recommendation. Members must therefore provide a written reason in the space provided above.