



“Working towards a vibrant and economically sustainable community”



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1. INTRODUCTION

This Business Plan has been prepared to roadmap the planned operations of the Committee for Portland Inc. (the 'Committee') for the period 2009-2011. It is the first business plan for the Committee and will be reviewed on an annual basis.

The Committee gratefully acknowledges the assistance of Regional Development Victoria in providing seed funding for establishment of the Committee including extensive community consultation on purpose, strategic direction and resultant goals and this Business Plan that sets out how those goals will be achieved over the 3 year period 2009-2011.

As the foundation plan for the Committee for Portland, this Business Plan incorporates the key strategic plan outcomes, background information on the formation of the committee, the process for engagement with foundation members, and outcomes from a series of workshops that have guided the content of this plan.

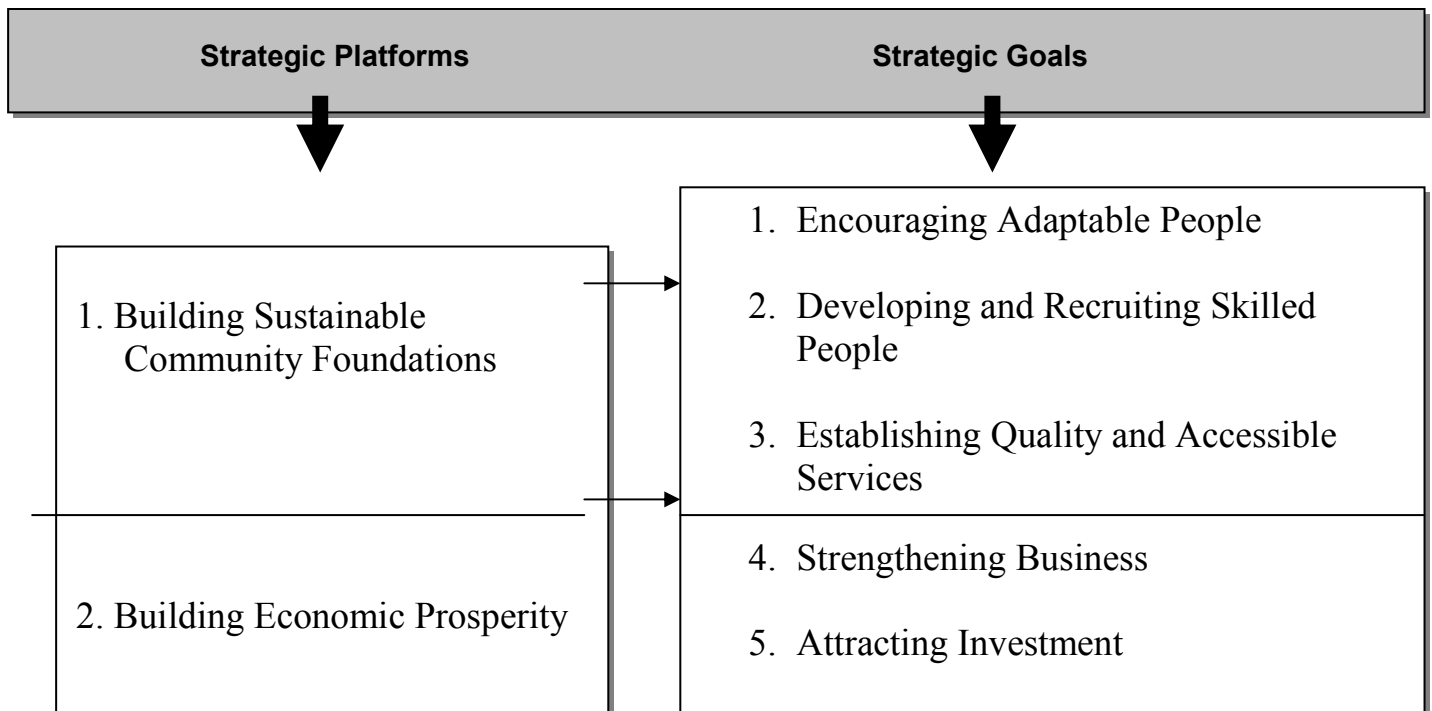
Overview of what the Committee for Portland stands for

Committee for Portland Mission

Working towards a vibrant and economically sustainable community.

Key Platforms:

There are two key Platforms underpinning the Mission of the Committee for Portland.



Values Statement of the Committee for Portland:

Community Capacity

Outcomes will add to the Portland community's capacity, economy, credibility and social structure.

Sustainability

Recognising that Portland's economy, community and environment are interdependent outcomes will foster sustainable relationships.

Member Engagement

Members will be involved in planning, delivering and evaluating outcomes.

Community Engagement

Community involvement is integral to having a shared community vision and support for the strategic direction of the Committee.

Principles of the Committee for Portland

Advocacy

We will develop the capacity to deliver effective advocacy and lobbying for endorsed strategic projects.

Facilitation

We aim to remove obstacles and provide the means for the successful delivery of endorsed strategic projects.

Communication

Open communication with stakeholders is essential to foster understanding, coordination, cooperation and unity.

Partnerships

The successful delivery of endorsed strategic projects is dependent on developing key partnerships to facilitate direction, support, coordination, cooperation and unity.

Networks

Bringing the right people together will be a key driver for successful outcomes.

Thinking

We will be a catalyst for ideas and foster those ideas with the ability to add to Portland's success and sustainable future.

We will challenge thinking that restrains success.

Planning

We will develop triennially, a strong and widely accepted strategic plan for Portland's future based on community vision, community understanding and sustainability.

Endorsed Strategic Projects

We will only advocate, facilitate and enable endorsed strategic projects.

We will not do what others should be doing.

Research

We will undertake or commission research into activities that underpin the Committee's objectives.

2. REGIONAL CONTEXT

“Located Between Adelaide and Melbourne in Victoria’s South West, the Glenelg Shire region services a large hinterland including the south east of South Australia, south west Victoria and the Wimmera Mallee. The Glenelg Shire is an ideal location for business and industry offering an extensive interstate and local road network, including the Princes and Henty Highways, and access to the national standard rail network.” (2007-08 Annual Report - Glenelg Shire page 5)

The immediate region is noted for its primary industry including fishing, timber and renewable energy. There is a significant manufacturing sector including aluminium smelting (which dominates both the sector and the local economy) and wind tower manufacturing. The wider region is economically dynamic with an estimated \$6 billion in major projects planned or underway in 2008 across the south west region. Whilst these developments have the potential to create additional employment opportunities for local residents and attract new people to the wider region, almost all these projects, should they go ahead, are outside of the Committee for Portland’s focus area. Glenelg Shire is the focus area of the Committee.

Proposed Projects in the wider South West Region include:

- \$1.1 billion gas fired power station at Mortlake (Origin Energy) Construction to start 2009.
- Shaw River Power Station (Santos) \$800m (Stage1) Construction to start 2010.
- Blue Gum harvesting and processing
- Expansion of mineral sands processing operations by Iluka at Hamilton. Exports of rutile and zircon through the Port of Portland are planned to rise to 190,000 tonnes per annum.

What is noticeable from the above list is that they are all located outside of the Glenelg Shire (with the exception of some blue gum plantations) and only some will have flow on effects for the local economy. The Port will have increased export trade from mineral sands, woodchip and timber; whilst local manufacturing may gain a slice of the proposed wind farm developments.

Current and Proposed projects for the Glenelg Shire include:

- \$15 million upgrade of the Portland-Maroonra rail line, to prepare for the looming Blue Gum harvest anticipated to begin in 2009 and proposed for export through the Port of Portland
- \$25 million wood pellet mill at Heywood. The wood pellet mill is expected to start operating in late 2009 and create 15 full-time jobs, with a further 45 jobs indirectly in transport and maintenance. It will produce 250,000 tonnes of pellets a year for the European biofuel market.
- The Port of Portland has recently expanded its capacity to handle the growing export trade of mineral sands and will embark on (subject to financing) developments to handle the projected increase in volume of export woodchip.
- The Portland Wind Energy Project which involves the development of four wind farms in and around Portland will be one of the biggest wind energy developments in the Southern Hemisphere when complete. The project, which includes four sites at Yambuk, Cape Bridgewater, Cape Nelson and Cape Sir William Grant, will have a capacity of up to 195MW. The wind farms at Yambuk and Cape Bridgewater have provided significant local employment during their construction, as well as at the local tower manufacturing facility, Keppel Prince Engineering. When complete the \$330 million Portland Wind Energy Project will produce enough clean electricity to power up to 120,000 homes annually, avoiding approximately 800,000 tonnes of greenhouse pollution each year. It is also expected to become a popular tourist attraction with school groups and holiday makers alike.

Regional Context Continued:

- 2 New retail developments for Aldi supermarket and McDonalds Restaurant in Portland. Due to commence and be completed in 2009. Providing a much needed boost to the towns economy and employment opportunities.
- Completion of second Boat Ramp worth \$500,000. Portland today is the home of a varied professional fishing fleet of approximately 60 vessels, harvesting a wide variety of sustainable, commercial species. Trawlers target deepsea finfish such as Rockling, Hoki, BlueEye Trevalla and more, while Southern Rock Lobster, Giant Crab, Abalone, Squid, Wrasse and others are also landed in significant quantities. The industry is a significant employer and directly generates approx. \$A30+million in export and domestic earnings for the town with major flow-on benefits through local seafood processing (both export and domestic), transport & engineering services, fuel supplies and other ancillary industries. Easy access to prime locations supports a flourishing amateur angling fraternity, with many locals and tourists regularly enjoying a fresh catch of King George Whiting, Snapper, Kingfish, Flathead, Morwong and in recent times, Bluefin Tuna.



Portland Beach, breakwater and harbour

On the negative side, there have been several recent developments within the immediate region that are or will have negative consequences on economic stability and community foundations. These are:

- The October closure of the Dartmoor Timber mill resulting in the loss of 120 jobs
- A 5% production cutback at Portland Aluminum resulting in a direct loss of 35 jobs
- Foreshadowed loss of 200 wind tower manufacturing jobs at a local factory attributed to the failure to enact a mandatory renewable energy target at the federal level
- Projects placed on hold because of the global financial crisis such as the new woodchip receival facility for the Port of Portland

This is on top of the loss of 135 jobs at the end of 2007 when Vestas closed their Portland manufacturing facility.

In summary the current (late 2008) global financial crisis makes the need for the Committee for Portland even more certain and the delivery of its mission and associated goals more challenging.

3. HOW WILL THE COMMITTEE FOR PORTLAND DELIVER ON ITS MISSION?

3.1 Delivery Mechanism:

The Committee for Portland has determined it will deliver its mission and provide value for members and the community by:

- Establishing a vibrant business networking and education base;
- Adopting a strong advocacy role on key issues impacting Portland and region; and
- Undertaking Projects that fall within the Key Platforms and their associated Goals that meet the priorities of members.

Supporting this delivery is a progressive and robust membership model, governance structure, and human and financial resources base.

A Work Plan is included in Section 5 outlining key actions over the period 2009 – 2011. The Work Plan provides the basis for monitoring progress against this Business Plan.

3.2 Membership Model:

There are four classes of membership – Platinum, Corporate, Community and Associate. These levels of membership have been structured to achieve a strong, dynamic and diverse membership base that can assist with the delivery of credible projects and real outcomes.

Platinum Members

Platinum members represent the highest subscription class and have temporary control of the Committee during the establishment phase (until the second annual general meeting). Platinum members come from major industry, statutory agencies and major commercial businesses and pay a subscription of \$10,000 pa plus GST.

Corporate Members

Corporate members have the potential to become the largest membership class and therefore an important membership class. Corporate members are likely to come from medium size commercial businesses and pay a subscription of \$3,000 pa plus GST.

Associate Members

Associate members are buying access to information and networking opportunities, have the right to share their opinions, contribute to outcomes and be elected to the Board. Outside of the Board, they do not have voting rights. Associate members are likely to be individuals or come from small business and pay a subscription of \$500 pa plus GST.

Community Members

Community members provide broad based representation and opinion on the Committee. Limited to 3 positions, the Board will seek annual Expressions of Interest. Membership is restricted to one year terms of membership but may be extended and the annual subscription in nil.

* Refer Appendix 1: Full details on membership categories.

3.3 Governance Structure:

The Board during the establishment period will consist of Platinum members only. This establishment phase lasts until the second Annual General Meeting of the Committee or such earlier period at the choice of the Board. The reason for this is to ensure that the Committee is given its best possible chance of success by placing the Board in the hands of those with most at risk in establishing the Committee for Portland.

Thereafter the Board is to have no more than 16 members, with provision for a smaller board if desirable. Half of the board membership is reserved for Platinum members who are also eligible to stand for any of the remaining board positions. All members are eligible to stand for the board. Whilst there is provision for general meetings of members, it likely that the only formal meeting of members will be the annual general meeting.

To avoid working on projects that have little or no potential to help achieve the Committee's objectives, it is proposed that the board must first endorse all projects. Such projects will then have the status of 'Endorsed Strategic Projects' (ESP) and where appropriate, will be supported by a Taskforce made up of selected members who will drive the project's achievement. The Executive Officer will generally lead endorsed projects nominated by Platinum members.

The Committee for Portland is a prescribed Association in terms of the Act and shall appoint a properly qualified Auditor and his or their remuneration shall be fixed and duties regulated in accordance with the Act and these Rules. The Committee's Financial Year is from 1st July to 30th June.

*Refer Appendix 2: Extract of Board rules from the Constitution

3.4 Human Resources:

Executive Officer and staff

The employment of an Executive Officer is fundamental to the success and longevity of the Committee for Portland. The Board has currently employed a part-time Executive Officer, which was determined to be the most appropriate for the start-up phase. It is anticipated that this role may become full time after the second Annual General Meeting. Further staff will be added to support the Executive Officer when required subject to program delivery needs.

Membership In-kind support

A number of community members have offered assistance to support the Committee for Portland as an in-kind contribution. Where the value of their services has exceeded the value of their membership, additional service has been engaged from them to support the human resource base.

4 FINANCIAL RESOURCES:

Key Objectives supporting the ongoing financial sustainability of the Committee for Portland are:

Income:

- To establish a sustainable Membership base by retaining and building on that base
- To attract at least one new Platinum Member each year
- To work with local business to grow the Corporate & Associate membership base by 20% each year
- To source appropriate funding for project work

Financially:

- To adhere to the budget;
- To present monthly finance reports including cash flow and membership reports to the Board for approval;
- To be audited annually; and
- To create a financially sustainable organisation for the long term.

The Committee has established a strong initial funding base through membership subscriptions as follows:

Membership Class	Number of Members	Total Income 2008/09
Platinum	9	\$90,000
Corporate	9 + 3 in Kind	\$27,000
Associate	5	\$2,500
Community	3	Nil
Total Member Subscriptions	29	\$119,500

*Refer Appendix 3: Membership List 2008

As can be seen from the Table, excellent representation from across the large business, industry and authorities (Platinum) membership category has been achieved. Corporate membership is off to a good start but its yield potential is far from reached, as is the Associate membership category.

A 3 year budget is presented in Appendix 4 for the years 2008-09 through to 2010-11. This budget has been drawn up to resource the work plans for that period and is based on retention of the initial cash surplus from the period ended 30 June 2008 as a contingency buffer. Thereafter, each year is more or less balanced in terms of planned Income to support the planned expenditure. These two factors are part of the overall approach adopted by the Board to ensure ongoing sustainability of the organisation.

* Refer Appendix 4: Budget

5 WORK PLANS

The following Work Plans set out the key tasks required to deliver value outcomes consistent with the strategic Platforms and their associated Goals.

The Work Plans have been determined through a detailed process of engagement with a wide cross section of the community at a series of facilitated workshops. The workshops explored the Key Platforms, and identified and prioritized opportunities. This process was also used to develop an understanding of the objectives of the Committee for Portland within the business and broader community, and to demonstrate the benefits to be derived by supporting the Committee with formal membership.

These Work Plans provides the basis for monitoring progress of this Business Plan. Each of the tasks will have further detailed Action Plans with quantitative criteria for measuring the success of the task and therefore the achievements of the Committee for Portland. The Board recognises that in a rapidly changing economic environment, the need for proactive, timely responses to opportunities, risks and threats as they emerge will be necessary. To avoid being side tracked and wasting precious financial and human resources, these emerging opportunities, risks and threats will be assessed in the context of and relevance to the strategic platforms and goals of the Committee.

*Refer Appendix 5: Summary of Community Workshops

Work Plan 1: Establishing a vibrant **networking** and business education base
Directly relating to:
Strategic Goal 1 - Encouraging Adaptable People and
Strategic Goal 4 – Strengthening Business.

Task	Actions	Due Date
Launch Committee for Portland to the community & introduce Executive Officer	<ul style="list-style-type: none"> ▪ Conduct breakfast launch with invited guests and open invitation to the community 	May 2008
Conduct Community Consultation to establish key regional issues	<ul style="list-style-type: none"> • Host two Community and Member breakfasts to workshop Strategic Goals of the Committee 	June 2008 July 2008
Build a strong and diverse membership base across all classes of membership	<ul style="list-style-type: none"> ▪ Identify suitable business for engagement across all membership levels ▪ Develop an appropriate funding model to sustainably resource the Committee and to implement the Business Plan ▪ Develop membership proposal pack ▪ Send out pack and consult with business to become members of the Committee ▪ Collate and send out a monthly newsletter to keep members informed about what's happening in Portland and what the Committee is doing 	August 2008 onwards

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Task	Actions	Due Date
Establish consolidated web-based information resource for business and the community of Portland	<ul style="list-style-type: none"> ▪ Identify, engage and consult with suitable person for the development of a website 	September – November 2008
Host Members Round Table Dinner with Guest Speaker	<ul style="list-style-type: none"> ▪ Host One dinner in 2008 ▪ Thereafter 4 dinners pa ▪ Identify suitable guest speakers ▪ Post Dinner Calendar on the website ▪ Host Dinners throughout the year 	December 2008
Implement business networking series incorporating presentations by key external agencies, and senior Executives within Platinum members to small business community	<ul style="list-style-type: none"> ▪ Hold 6 Networking sessions in 2009 ▪ Identify suitable range of business related topics ▪ Develop partnerships with another agency/member to assist with the hosting of networking dinners ▪ Advertise and promote to members and the community 	January 2009
Present Program Plan and Committee's initiatives to the community	<ul style="list-style-type: none"> ▪ Host community/member breakfast to roll out ESP and engagement of taskforces 	February 2009
Secure funding for Skills Development Program for Corporate and Associate members	<ul style="list-style-type: none"> ▪ Application lodged 	February 2009
Establish Taskforce to oversee Skills Development Program implementation, delivery and evaluation.	<ul style="list-style-type: none"> ▪ Invite members and community reps to sit on Taskforce ▪ Establish Taskforce criteria ▪ Identify suitable members to chair Taskforce 	Feb - March 2009
Establish quantitative criteria for measuring the success of the Committee as essential feedback to members	<ul style="list-style-type: none"> ▪ Send out member surveys to evaluate and gain feedback 	June 2009
For the interim/founding Board to hand over to an elected board by the end of September 2009 (the second AGM);	<ul style="list-style-type: none"> ▪ Identify and invite Board members to nominate for a position on the board ▪ Develop Annual Report ▪ Conduct AGM 	September 2009

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Work Plan 2: Adopting a strong **Advocacy** role on key issues impacting Portland and region

Task	Relevant Goal	Actions	Due Date
To have a voice at the Ministerial Regional Planning Workshops	Goal 3 Goal 4 Goal 5	<ul style="list-style-type: none"> ▪ Attend regional workshop 17/09/08 & 11/08 ▪ Attend all relevant ministerial visits to region 	Nov 2008 As required
Develop a position paper to assist lobbying and advocacy to the Government for the continuation of the Power contract for Portland Aluminum	Goal 4	<ul style="list-style-type: none"> ▪ Develop position paper template ▪ Gather information relevant to our position ▪ Develop paper and present to relevant authority ▪ Follow up and follow through 	March 2009
Develop a position paper to assist lobbying and advocacy to Government to support the south west region as a renewable energy hub.	Goal 4 Goal 5	<ul style="list-style-type: none"> ▪ Gather information relevant to our position ▪ Develop paper and present to relevant authority ▪ Follow up and follow through 	May 2009
Develop a position paper to assist lobbying and advocacy to Government on key issues relating to transport infrastructure	Goal 5	<ul style="list-style-type: none"> ▪ Gather information relevant to our position ▪ Develop paper and present to relevant authority ▪ Follow up and follow through 	July 2009
Develop a position paper to assist lobbying and advocacy to Government for the continued support of Portland District Health / Emergency Services	Goal 3 Goal 4	<ul style="list-style-type: none"> ▪ Gather information relevant to our position ▪ Develop paper and present to relevant authority ▪ Follow up and follow through 	Sept 2009
To forge credible, successful, open dialogue with State Government	All Goals	<ul style="list-style-type: none"> ▪ Send delegations to Spring Street twice annually, advocating the needs of the South West. ▪ Invite appropriate politicians to visit the region 	Annual
Proactive, timely advocacy responses to emerging opportunities, risks and threats	All	<ul style="list-style-type: none"> ▪ Provide appropriate advocacy based on Board approved actions (based on relationship to strategic goals) 	As needed

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Work Plan 3: Undertaking Projects within the strategic Platforms and strategic Goals that meet the priorities of members.

Task	Relevant Goal	Actions	Due Date
Establish consolidated web-based information portal showcasing Portland region and identifying opportunities and benefits for new investment	Goal 5	<ul style="list-style-type: none"> ▪ Regularly update website with current, relevant information for members and the community ▪ Promote and encourage the use of the website ▪ Investigate the option of hosting relevant business and industry related job vacancies on the website 	Dec 2008 & onwards
Delivering Sustainable Business program (Grow Me The Money) that assists businesses to help them to reduce their impact on the environment and save money in the process	Goal 3 Goal 4	<ul style="list-style-type: none"> ▪ Investigate option of partnering with council to provide program ▪ Contact VECI to deliver program ▪ Establish Taskforce to assist with overseeing project ▪ Advertise and promote program to members and community ▪ Deliver program 	June 2009
Implement "Small Business Advisory Service" (SBAS) Program (series of workshops) that will look at leadership training, facilitating business workshops and training	Goal 2 Goal 4	<ul style="list-style-type: none"> • Identify member organization to partner with for delivery of the program– e.g. WHK Pty. Ltd. • Identify funding options • Establish Taskforce to assist with overseeing project • Advertise workshops to members and the community • Roll out workshops over a 12 month period 	Dec 2009
Establish "Future Generation of Business Program to equip young business and/or community leaders with a range of skills relevant to business and community sustainability, prosperity and social cohesion (year long program)	Goal 1 Goal 2 Goal 4	<ul style="list-style-type: none"> • Identify best practice program model- i.e. Deakin, TAFE • Identify funding options • Establish Taskforce to assist with overseeing project • Promote and engage in-kind support from member organizations – i.e. guest speaker • Source participants • Roll out program 	Dec 2010
Local Community & Business Awards	Goal 4	<ul style="list-style-type: none"> ▪ Liase with Council's Economic Development Officer on the Committee's role in the implementation of the Business Achievement Award 	Jan 2009

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Task	Relevant Goal	Action	Dues Date
Proactive, timely responses to emerging opportunities, risks and threats	All	<ul style="list-style-type: none">▪ Board approved actions (based on relationship to strategic goals)	As needed
Successfully implement all Endorsed Strategic Projects	All	<ul style="list-style-type: none">▪ Resource with Taskforce, leadership and funding	As needed

* Refer Appendix 6: List of additional strategic projects/themes to be explored.

6. Summary

With the prime focus to network, advocate and deliver endorsed strategic projects (ESP's), the Committee for Portland will be working towards development of a vibrant and economically sustainable community.

We have opened lines of communication between the community, business and government by hosting workshops that have enabled us to understand and create the vision that is necessary for a successful, sustainable and vibrant future. The Committee for Portland is excited to engage and form partnerships with these key stakeholders that will ultimately contribute to the success of our community.

Portland and its surrounding region has significant potential. We look forward to strengthening our region's existing businesses and assisting with the development of new investments that will secure a prosperous future based on building sustainable community foundations.

Appendix 1: MEMBERSHIP STRUCTURE

MEMBERSHIPS

There are four classes of membership – Platinum, Corporate, Community and Associate. Platinum members represent the highest subscription class and will have temporary control of the organisation during the establishment phase. The Steering Committee members are to become the founding Platinum members. The Platinum members will be integral to the initial success of the committee as it will be the quality of its leadership, the development of a strong, dynamic and diverse membership base and the development of credibility projects with real outcomes.

PLATINUM MEMBERSHIP

Available to:

Individuals and businesses with an interest in the Portland region

Membership Benefits:

- The right to submit your own strategic Project for endorsement by the Board as an Endorsed Strategic Project (ESP), which will be driven by the Executive Director and achieved with a Taskforce
- Direct access to Committee for Portland Executive Director
- Eligible to be elected to any one of up to 16 board positions including one of up to 8 board positions reserved for Platinum members
- Opportunity to chair a Taskforce
- Two (2) member representatives per subscription with full voting rights
- Private briefing twice a year with the Executive Director
- Invitation to attend at least 2 Boardroom briefings
- Both representatives plus one guest able to attend (free of further charge) quarterly Round Table Dinner (4 times per year)
- Opportunity to nominate Community Members
- Opportunity to nominate a young leader to attend Round Table Dinners

Subscription: \$10,000 + GST pa.

CORPORATE MEMBERSHIP: Subscription: \$3,000 + GST pa

Available to:

Individuals and businesses with an interest in the Portland region

Membership Benefits:

- The right to submit a project to the Board for endorsement as an ESP.
- Direct access to Committee for Portland Executive Director
- Eligible for election to the Board
- Opportunity to join any Taskforce supporting an ESP
- One member representative per subscription with full voting rights
- The right to attend one private briefing with the Executive Director a year
- The right to attend periodic Boardroom briefings
- One place (free of further charge) to attend each quarterly Round Table Dinner (4 times per year)
- Opportunity to nominate Community Members
- Opportunity to nominate a young leader to attend Round Table Dinners

ASSOCIATE MEMBERSHIP: Subscription: \$500 + GST pa

Available to:

Individuals and businesses within the Portland region.

Membership Benefits:

- Eligible for election to Board
- Opportunity to join any Taskforce supporting an ESP
- Invitation to attend periodic Board room briefings
- One place (free of further charge) to attend each quarterly Round Table Dinner (4 times per year)
- Associate members do not have voting rights (except that if an associate member is appointed to the Board, that person shall have voting rights for the term of board membership).

COMMUNITY MEMBERSHIP: Subscription: \$Nil (Voluntary Contribution permissible)

Available to:

Not for Profit organisations or similar. The Board will seek annual Expressions of Interest. Membership is restricted to one year terms of membership but may be extended.

Membership Benefits:

- Eligible for election to Board
- Opportunity to join any Taskforce supporting an ESP
- Invitation to attend periodic Board room briefings
- One place (free of further charge) to attend each quarterly Round Table Dinner (4 times per year)
- Full voting rights

Appendix 2: Summary of Board Rules from the Constitution

1. Up to the second AGM:
 - a. Platinum members are board members;
 - b. Each Platinum member may have 2 board representatives but only one vote;
2. From the second AGM:
 - a. The Board composition will be:
 - 50% (max 8) elected from nominations made by Platinum members but voted on by all voting members (12.2);
 - 50% (max 8) elected from nominations across all member classes
 - b. Board members are elected for a 3 year term (13.2)
3. The only Office bearers are the Chairman and Vice-Chairman, both of whom are elected from and by the Board.
4. The Executive Director fills the roles of Secretary, Public Officer and Treasurer. The Executive Director need not be a member.
5. The rights of the various member classes are defined in rule 4.6.
6. Board powers:
 - Can refuse to accept membership fees of any member (4.7.4)
 - Approves all membership (4.9.2)
 - Disciplines, suspends, expels members (6.1) but subject to review and appeal
 - Approves projects of the Committee (16.8)
 - Appoints committees of members (16.11)
 - Fills casual board vacancies (15)
 - Appoints and terminates the Executive Director (17)
7. Voting for Board member positions is a ballot at the AGM (14.4).
8. A Board quorum is 5 (16.7).
9. 25% of members can requisition a Special General Meeting (19.5)
10. All new members are nominated by existing members (4.8)

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Appendix 3: Members List 2008

	Name	Organisation	Type of Membership					Total
			Platinum \$ 10,000	Corporate \$ 3,000	Associate \$ 500	Community	Inkind	
1	Scott Paterson	Port of Portland	√					
2	Stuart Burdack/ Geoff White	Glenelg Shire	√					
3	Danny Halstead	Pacific Hydro	√					
4	Steve Garner	Keppel Prince	√					
5	Greg Tomkins	WHK	√					
6	Ian Bail	Wannon Water	√					
7	John Osborne/ Paul Thornton	Portland Aluminium	√					
8	Brian Murphy	Incitec Pivot	√					
9	Phil Kelly	Kelcar	√					
1	Brian Williamson	Porthaul		√				
2	MaryAnne Cameron- Strom	Portland Ocean Steal		√				
3	Greg & Liz Lindsey	Portland Retravision		√				
4	Peter Priestley	Strang International		√				
5	Peter Beilby	Iluka		√				
6	Amanda Hennessy	TAFE		√				
7	Mark & Peter McIntyre	Richmond Henty		√				
8	Patsy Moore	PM Design/Kempe		√				
1	John Lloyd				√			
2	Darrell Morrison				√			
3	BA & LG McIlroy				√			
4	Bevin Ford				√			
5	Michael Date				√			
1	Marg Millard/Sue Reiffel	Portland Education Network				√		
2	John Simpson	Portland/Heywood Ministers				√		
3	Lionel Gee	Kyeema				√		
1	Andrew Bryant	Portland Signworks					√	
2	Peter Reefman	Energised					√	
3	Peter Corbett	Powerhouse Production					√	
4	Denis Napthine	Member for South West						
	Total							

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Appendix 4: Committee for Portland Inc.

Budget 2008

INCOME	Actual	Budget
Membership	<u>120,103.00</u>	<u>146,500.00</u>
 EXPENSES		
Advertising	558.33	1,250.00
Bank Charges	42.05	200
Consulting Fees (Ruge)	10,480.00	10,000.00
Incorporation Costs	110.2	1,000.00
Meeting Costs	3,808.20	7,200.00
Equipment		5,000.00
Travel	100	2,000.00
Airfares		2,000.00
Accommodation	329.08	4,000.00
Speakers		8,000.00
Website	3118.8	3,000.00
Project Costs		20,000.00
Executive Officer Role including costs	<u>36,458.78</u>	<u>80,975.00</u>
Total	<u>55,005.44</u>	<u>144,625.00</u>
Net/Surplus	<u>65,097.56</u>	<u>1,875.00</u>

NB:
Projects are due to start in
2009
Executive Officer started in a Part time capacity

Appendix 5: Community Workshop No 1.

THEME 1: Encouraging Adaptable People

Observations:

There is an interchange between people and business

Can we build on Portland's history of change: whaling, pastoralists, retail, port, meatworks, smelter, timber industry, 1990's crash, windfarms, What is next?

This highlights our diversity.

In the past there has been a subculture resistant to change (negativity and low self esteem). We need to overcome this in order to encourage new business and promote our success stories.

Let's tap into our Future Leader participants for a perception of Portland.

Develop Business profiles of members

Set high standard, develop an understanding about business, communicate well and be involved.

Learn from our experiences

Theme 2: Developing & Recruiting Skilled People

Observations

We need to convince partners to move to the region (welcome pack, new comers group, employer awareness, and website).

Sell/promote Portland's lifestyle (find good examples even with our competitors).

Create positive image (tourism) and brand our community for professional development.

Do we have a retention strategy? To stop a high turnover of employees.

Can we learn from the schools buddy system in Business? (Mentor system)

Assist the development of our young people to become involved in business, thru existing business and new industry opportunities. Can we link strategies? and have a coordinated approach to employment site (seek Hayes).

Pursue Government funding opportunities.

Theme 3: Establishing Quality & Accessible Services

Observations

Services Identified:

- Education
- Health Services
- Recreational Services
- Community Culture
- Security
- Transport – accessibility to major centre
- Youth Services
- Affordable Accommodation
- Utilities
- Communications (internet & phone)
- Entertainment (arts & culture)
- Shops
- Tourism – natural assets

Rating of Services identified:

- Education

Preschools good

Primary good

Secondary students still go out of town i.e. Hamilton

TAFE not everything catered for

Tertiary availability very limited, opportunity for centre of excellence/university facilities

Need for staff training facilities. Management training opportunity could be explored

- Health Services

Access to Dr's much better

Hospital facilities outstanding

Specialist Services are limited – A lot of people go out of town i.e. Chemo, joint replacement, maternity

Population demographics is changing. Aging population has different requirements for services. Our medium term population projections (2031) indicate Portland will have 51% fewer youth (ages 5-19) and that 60% OF Portland's population will be aged 55 or older.

Dental Services – not sure where we stand and what is provided.

Theme 3 continued:

- Recreational Services

Outstanding range and quality of services

Opportunity to assist gifted athletes - travel

- Community Culture
- Security
- Transport – accessibility to major centres needs to be improved

Separation from Melbourne is a barrier for people leaving their families to move to Portland. Need for fast, comfortable, affordable transport and user friendly times.

Link to Deakin Uni in Warrnambool would be a benefit to tertiary students and others.

Air service is very good

Rail is non existent

Bus Links are not suitable

Intra town bus service is a bonus and should be supported

- Youth Services
- Affordable Accommodation – Highlighted that there could be a shortage in long term rental for transient workforce.
- Utilities
- Communications (internet & phone)

Some dead spot issues that need addressing

Important that we are up to date in this area in order to support business and people

Lack of information on Portland for new comers, needs to be a comprehensive package available for professionals (explore information available from GSC)

- Entertainment (arts & culture)

Generally good but below 18 yrs not really catered for

- Shops – Opportunity to grow Sunday trading
- Tourism – natural assets

**Appendix 5: Community Workshop No2.
Summary of Building Economic Prosperity Workshop (24th July 2008)**

THEME 1: Strengthening Business

Types of Business

Manufacturing

Transport

Fishing

Tourism

Retail

Renewable Energy

Forestry

Education

Farming

Health Care

Aged Care

Shipping

Issues

Awareness of our Resources and diversity (resources also includes people). This includes our capabilities for global export.

The need for critical mass (this builds business however we need more business to build critical mass/population growth i.e. Mt Gambier/Warrnambool))

Things we need to do in order to attract people:

- Attractive wages
- Promotion of good lifestyle
- Secure Employment and improvement opportunities

The Need for Gov't/Council Policy to assist the development of industry. (planning process)

Important for the CFP to lobby and promote Portland to State Gov't (the need for regional development)

Promotion of our point of difference on renewable energy

Improved town entry (first impressions)

Promotion, Promotion, Promotion

Newcomers Network Opportunity including providing opportunities for partners/family to engage in our community.

THEME 2: Attracting Investment

The need for improved train connections for affordable transport

Opportunity to promote Portland's history – Mary McKillop (sainthood?), oldest settlement, Vida G.

Make sure we have a positive attitude towards “new”

Tourism opportunity to promote Portland as the Western Gateway to the GOR. (good opportunity thru festival, develop marketing tool of 101 list of good things to do in Portland)

Introduction of the Business awards will promote and encourage new business and strengthen existing ones.

Promotion of affordable housing (rentals etc) for workers.

Work with Council to develop a strategy to develop and attract new business. (what business do we want to attract)

Development of Welcome Kit (advertise availability of kit on website)

Ability to lobby Spring st to make things happen

Developing social opportunities for new people to connect especially partners.

(Suggestion – speak to the wife's of the captains of industry to find out what they need to do to survive in Portland)

Develop a seamless system to assist with new businesses setting up in Portland i.e.

Planning permits, Wannon water, Power, Environmental issues. May be able to develop.

SUMMARY OF THE WORKSHOP PROGRAM

The response to the workshops has been overwhelmingly positive. There was a clear benefit in the opportunity to work together as a community to draw on ideas and develop concepts for projects.

Evening though there are three themes under this platform, there were commonalities that developed across the three groups.

- Enthusiasm about emerging opportunities in new business
- There is a positive outlook for Portland to grow economically
- A willingness to engage and learn from young people
- The need to present a higher profile about Portland (advertising DVD/add re: job opportunities/lifestyle etc)

Appendix 6: Summary of Board Workshop - Themes.

Tourism & Promotion - Victoria's Birth Place

- “Located Between Adelaide and Melbourne in Victoria's South West, the Glenelg Shire region services a large hinterland including the south east of South Australia, south west Victoria and the Wimmera Mallee.
- The Glenelg Shire is an ideal location for business and industry offering an extensive interstate and local road network, including the Princes and Henty Highways, and access to the national standard rail network.
- The Shire's largest city, Portland, has a deep water international port as a major shipping hub for the south west of Victoria.
- Taking our name from the mighty Glenelg River which flows from the Grampians through to Nelson on Victoria's Discovery Coast, the Glenelg Shire embraces an area of approximately 6,212 square kilometers. The majestic Glenelg River was named after British Administrator, Lord Glenelg in the 1830s.
- The natural beauty of the Shire features expansive beaches, scenic and rugged coast, large national parks, extensive wildlife and provides the western access to the world renowned Great Ocean Road.” (2007-08 Annual Report. Glenelg Shire. pg. 5)

The Committee for Portland recognizes the importance of tourism to Portland and the region and the untapped potential and underdeveloped nature of our tourism product. With Pristine Coastlines, National & State Parks, majestic waterways and world class walking tracks, the opportunity to promote the region as a tourism destination is paramount.

The Committee for Portland will encourage and support the Portland Tourism Association, Regional Tourism Groups (Discovery Coast), Tourism Victoria and the Glenelg Shire Council in their efforts to increase the contribution from tourism to Portland and the region. The Board does not anticipate initiating or championing any projects independent of these bodies at this stage but realizes that other projects undertaken may directly or indirectly benefit the tourism industry by putting “Portland on the Map” i.e. the recreational fishing industry and developments in renewable energy projects.



Portland Cable Tram

Community Wellbeing

Portland and the region are recognised as less advantaged than the metro centres and some other regions. The Committee for Portland considers it a priority for the entire community to work to close these gaps. State Government has a key role in this area as does Council. The region is well served by community groups, such as the YMCA, United Way, Loaves & Fishes, Quamby Drug & Alcohol and Brophy Youth & Family Services and various Church groups that are providing programs that seek to support community members.

The Committee for Portland philosophy is that education and employment opportunities will improve a communities well being. Therefore, the Committee for Portland's contribution to improve social services will be to focus on growing employment opportunities for all members of the community and supporting education opportunities, including re-training programs that provide community members with the requisite skills.

Provision of free memberships for community groups will help broad representation of all groups within the Committee for Portland. The Board will strive to ensure an appropriate balance is achieved.

Education

The education and retention of young people is important for our communities' growth. The Committee for Portland supports and encourages young people leaving the region to seek higher education, work and life/skill experience but recognises the importance in attracting these people back to the region.

Feedback from the Secondary School participants of the Portland Aluminum Future Leaders Program is that they did not fully appreciate the depth and breathe of opportunities that already existed in Portland for skilled and tertiary education. This suggests that local industry is poor at selling itself to our young people, however through the community workshops it was acknowledged that Portland offers a variety of top quality Primary Schools.

Young Families

The community workshops identified the region as an ideal place to raise young families. The range of free and low cost outdoor activities and the safe community environment were key. Education was an important consideration as was house and land prices and health care – (refer Appendix 2 Summary of Community Workshops).

Transition Workers

The community cannot overlook the fact a number of senior roles in Portland are filled by people on contract who do not intend to settle in Portland. Tapping into these people's expertise and experience while they are in the region is an opportunity that should not be overlooked. It is important these people and their families settle quickly and find Portland an attractive location to work and live albeit for a short time. Ensuring their partners and family are settled is an important consideration.

Committee for Portland Inc.
Business Plan for 2009-2011

Business

It has been identified that Portland offers a range of businesses. This diversity is very attractive both for individual employees and for emerging business to capitalize on the resources available.

In order to attract more people to relocate to Portland for Business related employment we need to:

- Offer attractive wages and,
- Promote a good lifestyle.

Of concern is the amount of retail leakage to Warrnambool/Hamilton and Mt Gambier. There is a retail promotion opportunity to encourage local shopping and improve our local economy.

Infrastructure

Portland and the region are an important source of export receipts for the State and the country generally and efficient infrastructure is essential to sustain these businesses. The main infrastructure dependent businesses are Port of Portland, Portland Aluminum, Pacific Hydro, Wannon Water, Keppel Prince and the Glenelg Shire.

These organisations spend a lot of time and effort understanding their future infrastructure needs.

In January 2008 the Great South Coast (GSC) Council's comprising of Glenelg Shire, Moyne Shire, Colac Otway Shire, Southern Grampians Shire, Warrnambool City and Corangamite Shire, agreed to develop a Regional Plan. The focus of the Regional was to identify economic, infrastructure, community and environmental projects required to positively progress the viability and livability of the region. State Government funding has been committed from Regional Development Victoria to develop this plan through a Ministerial Taskforce. As a key stakeholder the Committee for Portland will have input into this plan.

With pressing congestion and general growth issues facing the metropolitan region of Melbourne, the risk is the Victorian State Government overlooks the needs of Portland and the Glenelg Shire Region. Likewise at the Federal Government level the infrastructure demands caused by the resource boom has the potential to distract.

Therefore there needs to be a proactive approach by the regions businesses and communities to push for key infrastructure projects that will assist regional towns to prosper.

The Sustainable Energy Capital of Victoria

An emerging theme has been the need to promote the region as a renewable hub. Significant renewable energy projects have developed across the shire including:

Pacific Hydro has developed Wind Energy Projects at Cape Bridgewater, Cape Nelson, Cape Sir William Grant and Yambuk in southwest Victoria. As one of the biggest wind farm development in the Southern Hemisphere, the 195MW project will deliver major environmental, economic and social benefits including a new manufacturing industry in Portland. The 195MW project will produce enough clean electricity to power about 120,000 homes each year. That's equal to powering all the homes in Geelong.

It has been identified that there a number of groups that the Committee for Portland could learn from or assist with, in their endeavors to improve better outcomes for the environment, such as the Portland Sustainability Group and the South West Sustainability Partnership.

The Committee for Portland also needs to investigate and report on the developments that are occurring in the areas of Wave and Geothermal Energy.



Portland Wind Project

Appendix 6: Summary of Board Workshop - Projects.

Tourism (A great place to live)

- Promoting the development of Ecotourism including Whale watching (link to Environment projects)
- Supporting the implementation of the Foreshore development plan
- Ensuring the implementation of Council's new tourism and town entry signs
- Investigating other tourism opportunities

Promotion

The Committee for Portland will undertake a variety of marketing strategies to promote the shire and the work of the Committee i.e.

- Website Development – www.committeeforportland.com.au
- Logo/Brand Development
- Promote Good news stories through the media & via the website
- Offer the opportunity to hear from quality Guest Speakers
- Collect and assist with the collection of Data that will be beneficial for the promotion of Portland i.e. Determining the economic contribution of Glenelg to the State's economy

Health & Community Wellbeing

- Supporting Portland District Health in its initiatives to provide high quality services to the community
- Maintain and support the requirements for a Rescue Helicopter

Employment

- Posting Job vacancies on Committee for Portland Website
- Host Professional Networking for Members
- Provide Training and Development for staff via workshops
- Implementation of a Future Leaders of Business Program

Education

- Developing a Centre of Excellence
- Developing partnerships for the delivery of projects via Tafe/Uni
- Offering Scholarships/traineeships to local young people

Small Business Program

- Support the introduction of a buy local campaign.
- Assist with the implementation of a "Small Business Advisory Service (SBAS).

This program can provide:

Mentoring for business,
Planning (diagnostic assessment, business plans, supply chain, IT, succession planning),
Loans & banking products,
Marketing,
Legal & accounting services,
Leasing guidance,
Gov't regulations,
Staff training programs.

Committee for Portland Inc.
Business Plan for 2009-2011

Promoting Excellence

- In order to promote excellence in our community the Committee for Portland will be involved in the Business Achievement Awards.

Lobby for new business

- Target specific industry i.e. timber, transport and energy
- Act as a contact point for new businesses
- Enhance and promote the “Welcome to Portland kit” (refer GSC Community Development Plan p.g. 19 of the Draft Plan July 2008)
- Investigate the opportunity for Flow on business, and
- Implement a procedure to ensure establishment processes for new businesses are smooth, efficient and timely.

PA power contract

- Support Victoria’s largest exporter to secure its power contract with the State Government.

Transport

- Creating better community transport linkages (Bus & Rail) within Portland and other towns i.e. Heywood, Hamilton, Mt Gambier, Penola & Warrnambool.
- Overcoming Isolation by providing more efficient transport to major cities i.e. Adelaide and Melbourne.
- Encouraging an upgrade of the Portland Airport, supporting the developments at Avalon Airport and joining the campaign to retain Essendon Airport.
- Support for the upgrade of the Princess Hwy (input into the Transport Strategy regarding improved shoulder work, passing lanes and the increased usage of B-Doubles).

Infrastructure

- Support the upgrade of the Warrnambool to Mt Gambier road.
- Support the upgrade of the Heywood to Hamilton road.
- Investigate and promote the development of 4 Star accommodation for Portland
- Support Rail upgrade
- Establish an Infrastructure Task Force with the key objective to undertake a watching brief on State and Federal infrastructure activities and plans to ensure the region is not overlooked.

Sustainability

- Sustainable Tourism – Implementation of an industry best practice Code of Conduct or development of a program similar to the Savings in the City program. **Savings in the City** is an innovative environmental program to help city hotels cut energy, water and waste consumption. The Savings in the City program provides leadership, support, recognition, toolkits and advice on environmental management.
- Sustainable Business – **Grow Me The Money** is a free program for Victorian Businesses to help them to reduce their impact on the environment and save money doing it.

(NB: The two projects above could be implemented in a partnership with the Glenelg Shire Council who are implementing the Great Ocean Road Sustainability Framework).

- Promotion of Environmental “Good Stories”
- Investigate the options of geothermal energy usage.