

Promoting the national capital

Introduction

- 7.1 The *Australian Capital Territory (Planning and Land Management) Act 1988* (the PALM Act) provides that one of the key functions of the National Capital Authority (NCA) is to ... 'foster an awareness of Canberra as the national capital.'¹
- 7.2 The NCA outlined its role of promotion of Canberra as the national capital of Australia and provided that it:
- ...takes a strategic approach to fostering an awareness of the capital through research; by encouraging participation, appreciation and celebration in the national capital; by information and education about the capital; and by promoting the attributes of Canberra that are of national significance.²
- 7.3 The NCA pointed to evidence of this contribution through the number of events held in Canberra such as *Australia Day Live 2007*, *Australia Day in the Capital*, *Tropfest*, *Summer in the Capital*, *Winter in the Capital* and the *Canberra Biennial*.³
- 7.4 The ACT Government observed that 'in a promotional sense, the NCA budget has had its focus almost totally on spreading the message about Canberra within Canberra itself.'⁴

1 Part II, Subsection 6(e) of the *Australian Capital Territory (Planning and Land Management) Act 1988*.

2 National Capital Authority, 2007, *Annual Report 2006-07*, NCA, Canberra, p. 54.

3 National Capital Authority, 2007, *Annual Report 2006-07*, NCA, Canberra, p. 58.

4 ACT Government, *Submission 69*, p. 16.

- 7.5 This approach has seen limited resources being stretched beyond promotion and maintenance of nationally significant icons resulting in poorer outcomes for those national icons.

The NCA's role in promoting the national capital

- 7.6 The committee notes the NCA's comment that its funding for promotion has never been adequate and that other cultural institutions also receive funds individually for promotion activity.

There has certainly never been adequate funding for the promotion of the national capital through our agency and, as far as I can tell, with the national cultural attractions. I say 'as far as I can tell'. So there are buckets of money held by the National Museum or the War Memorial. If you were to interrogate them as to that, I would imagine they would say they could do much, much more with more, but there has certainly never been a consolidated fund and there has certainly never been sufficient funding for the National Capital Authority for this.⁵

- 7.7 There appeared to be some confusion within the NCA with respect to their role relating to tourism. On the one hand, the NCA was clear that promoting tourism was not its role:

We do not think it is the role of the Commonwealth to take the tourism role from the ACT government, but to do anything like comprehensive major marketing or promotion of the capital requires appropriate funding, and that has never been there.⁶

- 7.8 Conversely, it emerged that the NCA has developed a strategic tourism plan for the national and cultural icons that it controls, endorsing a 'Destination Marketing Plan' in November 2007, which is yet to be implemented. The NCA is now proposing to implement this plan if it receives additional funding to do so.⁷ This initiative makes it clear the NCA was in fact pursuing a role in promoting tourism, albeit in an environment in which it was known no resources would be available to create this new role for the NCA.

- 7.9 The ACT Government offered useful clarification that the role of Australian Capital Tourism (AC Tourism) is to 'market Canberra as a
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5 National Capital Authority, Ms Annabelle Pegrum, *Transcript T1*, p. 54.

6 National Capital Authority, Ms Annabelle Pegrum, *Transcript T1*, p. 54.

7 National Capital Authority, *Submission 55*, Attachment 1 – Promotion of the National Capital – Proposed new arrangements.

holiday destination. In contrast, the NCA's emphasis in a promotion sense, is to highlight the relevance of Canberra, as a capital for all Australians to take pride in (whether they visit or not).⁸

- 7.10 The aspirations of the NCA to become involved in tourism serve to highlight the underlying fact that there is a gap in Commonwealth support for promotion of the national capital aspects of Canberra, and a lack of clarity in the roles of Commonwealth and ACT institutions in this area.

Funding tourism in the national capital

- 7.11 The role of AC Tourism is focused on assisting the capital region⁹ tourism industry ... 'to create and implement a range of marketing and development programs that will significantly increase the economic return from domestic and international visitation'¹⁰ to Canberra.

- 7.12 AC Tourism within the ACT Department of Territory and Municipal Services is tasked with assisting the capital region tourism industry with the aim of increasing:

- awareness of the ACT and surrounding region;
- positive perceptions in target markets;
- brand awareness; and
- visitor numbers in domestic and international markets.¹¹

- 7.13 The ACT Government in its 2004 submission to the Commonwealth Grants Commission stated that there are practical problems in regard to having two bodies promoting the national capital:

...while the [PALM] Act (Section 9e) requires the NCA to "foster an awareness of the National Capital", the Territory shoulders a significant part of that responsibility and the associated costs, yet often is able to exert little or no control in managing its tourism

8 ACT Government, *Submission 69*, p. 16.

9 The Capital Region includes the ACT and the following NSW Local Government Areas of: Bega Valley, Bombala, Boorowa, Cooma-Monaro, Eurobodalla, Goulburn-Mulwaree, Harden, Palerang, Queanbeyan, Snowy River, Tumut, Upper Lachlan, Yass Valley and Young. Capital Region Development Board, <<http://www.capitalregion.org.au/category.php?id=4>>

10 ACT Department of Territory and Municipal Services, viewed 18 June 2008, <<http://www.tams.act.gov.au>>.

11 ACT Department of Territory and Municipal Services, viewed 18 June 2008, <<http://www.tams.act.gov.au/play/tourism>>.

assets, or its potential in ways that could optimise results for the ACT.¹²

- 7.14 The ACT Government sought \$5.7 million through its 2004 submission to the Commonwealth Grants Commission to ‘recognise the impact of Commonwealth regulations and obligations imposed on the Canberra Tourism and Events Corporation (CTEC) regarding the staging of events within the Parliamentary Triangle.’ The Commonwealth Grants Commission subsequently refused the request on the grounds that ‘the Commission is inclined to regard the events in question as being the product of the ACT government’s policy decisions, and of a commercially motivated nature.’¹³
- 7.15 The committee notes that this amount was similar to the reduction in funding for AC Tourism over the period 2004-05 until 2007-08 with budget cuts of approximately \$6 million over the period 2004-05 until 2007-08.¹⁴
- 7.16 It is relevant to this committee’s considerations that the ACT Government sought Commonwealth compensation through the Commonwealth Grants Commission for a tourism and promotion role in relation to the national capital assets located in Canberra. The rejection of this request is further evidence of an ongoing gap in Commonwealth funding for tourism for the national capital aspects of Canberra.

Implications of under-investment in tourism and promotion

- 7.17 The Transport and Tourism Forum Australia (TTF) stated that the implications of the reduced budget for AC Tourism and now the NCA will hinder the effective marketing of Canberra and the capital region. Further, the budget cuts to marketing and promotion could possibly negatively affect the level of domestic tourism to Canberra.¹⁵
- 7.18 TTF advocated that it is important that the promotion and maintenance of nationally and culturally significant icons continues to be a priority for the NCA as these sites draw the most visitors to Canberra.¹⁶
- 7.19 TTF estimated that in 2004 between \$249 and \$265 million per annum flowed from the ACT tourism sector.¹⁷

12 ACT Department of Treasury, 2003, *Final Submission to the Commonwealth Grants Commission 2004 Review*, ACT Government, Canberra, p. 427.

13 ACT Department of Treasury, 2003, *Final Submission to the Commonwealth Grants Commission 2004 Review*, ACT Government, Canberra, p. 429.

14 Tourism and Transport Forum Australia, Miss Caroline Wilkie, *Transcript T4*, p. 44.

15 Tourism and Transport Forum Australia, Miss Caroline Wilkie, *Transcript T4*, p. 44.

16 Transport and Tourism Forum Australia, *Submission 62*, p. 2.

17 Transport and Tourism Forum Australia, *Submission 62.1*, p. 3.

- 7.20 The financial impact on supporting industries translated into approximately \$85 million per annum for the accommodation sector, \$76 million per annum for the food and beverage sector, \$43 million per annum for the retail sector, \$28 million per annum for transport and \$5 million per annum for the entertainment sector.¹⁸
- 7.21 TTF also stated that the maintenance and promotion of national icons ‘falls well outside the realm of the Territory’s tourism organisation Australian Capital Tourism’ and should remain a Commonwealth Government responsibility.¹⁹

Support for a Commonwealth role in promotion

- 7.22 The committee notes the distinction between ‘promotion’ and ‘tourism’.
- 7.23 Several suggestions have been made about a way forward in relation to both promotion of the national capital, and tourism for the national capital.
- 7.24 There is support for the NCA to maintain its responsibility for the promotion of Canberra as the capital of Australia both nationally and internationally.
- 7.25 The ACT Government supported the Commonwealth Government’s continuing role of promotion of Canberra as the national capital, in addition to celebrations like *Australia Day in the Capital*. The ACT Government suggested that the NCA be provided with adequate funding to increase its outreach capacity in relation to promoting the ‘historical, political and symbolic role of the capital.’²⁰
- 7.26 The ACT Government suggested that with adequate funding for promotion the NCA could enhance cooperation with the ACT Government for events and promotion activities.
- 7.27 The Commonwealth Attorney-General’s Department advocated that the NCA should continue promoting Canberra as the national capital.²¹
- 7.28 The Australian National University suggested that it is interested in advancing the creation of a positive awareness and perception of Canberra which overcomes ignorance and prejudices about the city.²²

18 Transport and Tourism Forum Australia, *Submission 62.1*, p. 3.

19 Transport and Tourism Forum Australia, *Submission 62*, p. 2.

20 ACT Government, Mr Andrew Cappie-Wood, *Transcript T2*, p. 5.

21 Attorney-General’s Department, *Submission 59*, p. 7.

- 7.29 In the context of promoting national icons and institutions, the Australian National University (ANU) observed that there is no coordinated approach to marketing Canberra and that past efforts to do so have been largely unsuccessful.²³
- 7.30 To overcome this problem, the ANU proposed the ‘establishment of a (statutory) Marketing and Promotion Committee with broad terms of reference to promote Canberra as a city as the national capital of Australia.’ The committee would have an independent chair appointed by the Minister for Home Affairs in consultation with the ACT Chief Minister.²⁴
- 7.31 The ANU argued that if promotion activities were centrally funded this would encourage stakeholder contributions to promotion.²⁵
- 7.32 Other cultural institutions, while they did have promotional budgets, have in many cases been negatively impacted by the efficiency dividend, which has been 1.25% for many years and for the next 4 years, an additional 2% will be applied.

Support for a Commonwealth role in tourism

- 7.33 TTF confirmed that there is no coordinated approach to marketing the national cultural icons and that there are ‘no complimentary linkages to other tourism sites that exist in or around these sites and no formal linkages to the promotion works of Australian Capital Tourism.’²⁶
- 7.34 TTF suggested that ‘by not integrating and consolidating the cultural icons that are on offer in the Territory, promotion and recognition of these icons will never reach its true potential.’²⁷ TTF stated that:

If the NCA is to achieve its goal of planning and coordinating the development of the Territory in accordance with its significance, all planning, infrastructure and event development conducted by the NCA needs to have a greater strategic and long-term sustainable vision in order to drive visitation. A tourism plan that integrates all icons including the importance of these icons to the Nation, and to one another, needs to be developed.²⁸

22 Australian National University, *Submission 35*, pp. 2-3.

23 Australian National University, *Submission 35*, p. 2.

24 Australian National University, *Submission 35*, p. 4.

25 Australian National University, *Submission 35*, p. 4.

26 Transport and Tourism Forum Australia, *Submission 62*, p. 2.

27 Transport and Tourism Forum Australia, *Submission 62*, p. 3.

28 Transport and Tourism Forum Australia, *Submission 62*, p. 3.

- 7.35 The committee also received evidence that neither AC Tourism nor the national institutions are sufficiently funded for their individual marketing.²⁹
- 7.36 The committee is convinced that the ongoing void in the Commonwealth's contribution to tourism and marketing of the national capital needs to be filled.
- 7.37 The committee believes that the management and coordination of such a Commonwealth contribution to national capital tourism should **not** fall to the NCA. Rather, the NCA would be one of a number of Commonwealth agencies contributing to a broader tourism strategy.

The NCA's application of budget cuts on promotion activities

- 7.38 During 2007-08, the NCA made approximately \$750 000 in savings to the following promotion initiatives and activities. Savings of approximately \$2 million will continue in the same area in 2008-09. These savings for the periods 2007-08 and 2008-09 appear in Table 7.1.

Table 7.1 – National Capital Authority implementation of promotion savings measures

Activity	Net saving 2007-08 (\$ millions)	Net saving 2008-09 (\$ millions)
Withdraw NCA contribution to the Australia Day Live concert	0.300	0.730
Cease animation events in Canberra such as 'Summer in the Capital', 'Tropfest' and 'Australia Day in the Capital'	0.086	0.275
Significantly reduce promotional publications	0.030	0.095
Reduce visitor services at the National capital Exhibition, Regatta Point	0.200	0.523
Cease travelling exhibition of the Capital. Cease recruitment of volunteers and reduce natural attrition (savings achieved through reduction of insurance, training, uniforms and staff coordination)	0.030	0.095
Close the NCA archival library housed at the Royal Institute of Architects.	0.013	0.037
Cancel the National Carillon Director contract. Negotiate new retainer agreement.	0.065	0.130
Honour existing carillonists contracts. Seek 08-09 carillon recital sponsorship.	0.030	0.060
TOTAL	0.754	1.945

Source: National Capital Authority, *Submissions 55.3 and 55.4*, Table.

29 Transport and Tourism Forum Australia, Miss Caroline Wilkie, *Transcript T4*, p. 51.

- 7.39 Savings in relation to Output 2: Promotion and awareness of the significance of Canberra as the national capital, represent 44.9 per cent of the overall savings made.³⁰

The impact of funding cuts to the National Carillon, Blundells Cottage and the National Capital Exhibition

An obvious and immediate impact of the reduction in budget is apparent in the reduction of the National Carillon's budget from approximately \$200 000 per annum to \$10 000 per annum.³¹

This will mean a vastly reduced performance program. The Carillonists put the view that with a continuing reduced performance schedule it is likely that the protection of the National Carillon's acoustic environment will be in question, if the instrument is not regularly played to prevent gradual erosion.³² Ms Lyn Fuller, a carillonist explained:

The Carillon is held in high regard internationally and consistently attracts attention to the national capital. However, current funding arrangements operate on an ad hoc basis, with no guarantee of funding from year to year. The gains that the instrument has made over the past seven years could very easily be lost. The cuts to the funds available for the Carillon operations imposed this year fundamentally threaten the continued successful operation of the instrument. In fact, the Carillon needs to be played to remain operational. The Carillon is like the engine of a car: if you leave it in the garage and you do not use it, the motor seizes, it will not turn over and it does not hum as motors should. The Carillon needs to be played each day. If it is not, it gets cranky. Its mechanism corrodes, it seizes up and it refuses to sing. So it needs to be played each day.³³

The budgetary reduction has also affected the operation of the National Capital Exhibition on Regatta Point. National Capital Exhibition opening hours have been reduced³⁴ and staff numbers have been reduced by more than half which has meant that guided tours for school students have also been reduced. This will have the effect of depriving visiting school students from learning about the significance of Canberra as the national capital in a concise and tailored way. While there are volunteers on hand to offer guided tours at the National Capital Exhibition, there are often too many visitors at one time for volunteers to offer

30 National Capital Authority, *Submission 55.4*, Table.

31 Ms Annette Ellis, *Transcript T2*, p. 100.

32 Ms Annette Ellis, *Transcript T2*, p. 100.

33 Ms Lyn Fuller, *Transcript T2*, p. 97.

34 Canberra Region Tourism Operators Association, Mr Jim Paterson, *Transcript T3*, p.72.

comprehensive, meaningful information to manageable groups.³⁵ Ms Sandra Whichelo commented:

Since we have had our staff cut by more than 50 per cent, the exhibition can no longer offer guided tours for school children. Thousands of children are going to be deprived of this educational experience; that is how many children we get in. We are known to sometimes have 500 to 600 children through in one day. They are not going to get any experience or, as I described in my submission, if the volunteers have the strength to do it, they could get a most ridiculous tour of farcical proportions so quick, so ridiculous, that I feel quite ashamed. I find myself constantly apologising to schools and saying, 'I'm sorry that was so fast and not very comprehensive.' But the teachers are so grateful that they have not been given the task themselves because they have not been trained to do it.³⁶

Blundells Cottage was also identified as having been affected as a result of NCA cuts to its promotional budget.³⁷ The impact on Blundells Cottage is reduced opening times to Saturday only from 10.00 am to 3.00 pm and public programs have ceased.³⁸

The committee was divided as to how the cuts to the NCA's budget should be interpreted. The committee majority considers that the cuts to programs that make heavy use of volunteers is an inefficient way of making cuts because it reduces output by much more than the inputs involved. It reduces long term capability because volunteers disperse and then need to be attracted and trained in the future, involving even more resources. The committee majority considers the NCA has gone for high impact savings and rather than minimising disruption on the community has used volunteer managed programs to leverage up the impacts on the community.

The Coalition members of the committee regard the nature of the cuts determined by the NCA to have been almost entirely beyond the NCA's control. These members accept the NCA's view that volunteer based programs were in fact the only areas where the NCA's budget could be cut without compromising its core mission to the Australian community. The Coalition members note that in the course of the inquiry no plausible alternatives were advanced in place of those that had in fact been decided upon, eg claims that the NCA could reduce the size of its executive were never seriously advanced. Community anger at the effect of

35 Mrs Sandra Whichelo, *Transcript T5*, p.75.

36 Mrs Sandra Whichelo, *Transcript T5*, p. 75.

37 Mrs Sandra Whichelo, *Transcript T5*, p. 76.

38 National Capital Authority, *Submission 55*, Attachment 1 – Promotion of the National Capital – Proposed new arrangements.

these cuts is rightly directed, these Senators and Members feel, at the overarching budget decisions made by the Federal Government rather than at the NCA which is the victim of those decisions.

However the committee as a whole believes that steps should be taken to insulate the important community based activities sponsored by the NCA from future cuts. It believes that separately identifying these items within the NCA's budget allocation will go some way towards ensuring that they receive earmarked funding in future.

The committee urges that the following be classified as administered items in the National Capital Authority's financial statements and receive appropriate funding to restore former services and use:

- **the National Carillon**
- **Blundells Cottage**
- **the National Capital Exhibition; and**
- **The National Capital Authority's contribution to *Australia Day in the National Capital* which includes *Australia Day Live*.**

Participation in the Capitals Alliance

7.40 The Capitals Alliance was formed in 2001 to 'provide a global forum for senior planners and urban designers in capital cities around the world. Through Capitals Alliance, planners and public policy officials exchange ideas and solutions with international colleagues on the unique challenges facing national capitals.'³⁹ The NCA's participation in the Capitals Alliance relates to *Output 2: Promotion and significance of Canberra as the national capital*. While the NCA does not have a required international component of Output 2, the NCA includes the 2007 conference as a highlight of its achievements.⁴⁰

7.41 The Alliance offers the opportunity to share knowledge and best practice in relation to the special challenges facing planned cities of international significance. To this end, participation can provide access to insights and experience that will build capacity with the NCA.

7.42 The Capitals Alliance includes the planned cities of Canberra, Ottawa, Washington DC and Brasilia. The equivalent NCA organisations in these cities provide for the events that are outlined in Table 7.2.

39 National Capital Authority, *Submission 55, The Capitals Alliance: Governance Snapshot: About Capitals Alliance*, p. 35.

40 National Capital Authority, 2007, *Annual Report 2006-07*, Canberra, p. 55.

Table 7.2 – Promotion and outreach activities undertaken by The Capitals Alliance partners

City	Promotion and outreach activities
Ottawa, CANADA	The NCA equivalent organises a four season cycle of free outdoor public events and gives support for key events such as: Canada Day, Parliament Sound and Light Show, Fall Rhapsody, Christmas lights across Canada, the Tulip Legacy, Winterlude, Rideau Canal Skateway.
Washington DC, UNITED STATES OF AMERICA	The NCA equivalent hosts open houses, conducts urban design education programs, issues publications, creates exhibitions for public venues such as Union Station and the Smithsonian Institute.
Brasilia, BRAZIL	The NCA equivalents organise the main cultural events: Via Sacra in Planaltina, Brazilian States fair, street carnivals, celebration of the birthday of the Federal District and Brasilia Cinema Festival.

Source: National Capital Authority, Submission 55, 'The Capitals Alliance: Governance Snapshot', p. 23.

- 7.43 The committee believes the Capitals Alliance offers the framework for programs that celebrate the unique status of the national capital of Australia as a planned city, for example, events and exhibitions that celebrate excellence in design. For example, the Capitals Alliance potentially provides the context for greater engagement between the NCA and the diplomatic community in Canberra.
- 7.44 The committee believes the contribution of this program to the objectives of the NCA needs to be further substantiated.

Centenary of Canberra, the national capital: a national celebration

- 7.45 The centenary of the founding of Canberra as Australia's national capital is in 2013. Perhaps more than any other issue, this impending national celebration is a catalyst for increased investment, vision and collaboration in both promotion and tourism for the national capital.
- 7.46 Carriage of the planning for the centenary celebration should be the responsibility of the Commonwealth as it is the founding of the nation's capital, a city built for this purpose, that is being celebrated.
- 7.47 The ACT Government suggested, as Canberra's centenary in 2013 approaches, that the NCA is the logical choice of agency for partnership opportunities with the ACT Government with the expectation that the NCA is properly funded to fulfil its role in terms of promotion.⁴¹

41 ACT Government, *Submission 69*, p. 17.

- 7.48 For this celebration to be truly national, it is incumbent on the Commonwealth Government to ensure that all national institutions have a strategy of outreach and participation to enable all citizens of Australia to be a part of the centenary celebrations.
- 7.49 Engagement by the Commonwealth in the planning for this important national celebration is now urgently required. This is the case with respect to both promotion of the national capital by the NCA and other national institutions **and** with respect to the need for a coordinated national capital tourism strategy.

Conclusions

- 7.50 The committee can identify five key issues for consideration:
- the resources provided by the Commonwealth Government to the National Capital Authority (NCA) for promotional activities, as required in the PALM Act;
 - the discretion with which the NCA chooses to apply these resources to the promotion function;
 - the pressure on individual promotion budgets within national institutions as a result of long-standing budget pressures and more recently, an increase to the efficiency dividend;
 - the lack of actual investment by the Commonwealth into tourism for the national capital aspects of Canberra, and the Commonwealth Grants Commission's refusal to compensate the ACT Government for expenditure in this area; and
 - the lack of co-ordination between national institutions and across Commonwealth and Territory governments for national capital tourism and marketing for the ACT.
- 7.51 The committee concurs with the general view that the NCA has an important role promoting the national capital icons, which reside primarily within the central national area of Canberra. The committee strongly believes that as assets of the whole nation, the Commonwealth has a deep and abiding responsibility not just to make the national institutions and icons accessible to all citizens of Australia, but also to promote their presence and seek out engagement in an active way.
- 7.52 Education programs are an important part of active engagement, and the committee urges great care and commitment to ensure that education programs continue to grow and expand.

- 7.53 The committee believes 2013 presents an extraordinary opportunity to re-introduce Canberra to the rest of Australia as a capital to be proud of, inspired by, involved with, and urges the Commonwealth to take this opportunity.
- 7.54 The committee notes that despite the recent efforts of the NCA, the NCA has never been and is unlikely to be resourced in the future to the level necessary to coordinate a tourism plan for the national capital.
- 7.55 The committee also notes the past efforts by the ACT Government to fill the gap of Commonwealth funding for tourism.
- 7.56 The committee believes there is a long-standing omission in Commonwealth tourism resources commensurate to the status of the national capital.
- 7.57 The committee is concerned that the lack of Commonwealth investment, leadership and coordination may have contributed to prevailing negative perceptions of Canberra and prejudices about Canberra, as suggested by the ANU.
- 7.58 A coordinated, resourced national capital tourism plan for Canberra is urgently required. Such a tourism plan will be best served by being a joint initiative with the ACT Government.
- 7.59 The committee recommends that the National Capital Consultative Council advise both the ACT Government and the Commonwealth Government on the best approach. The committee believes that the ANU's suggestion of a marketing and promotion committee could be adapted to fit within this broader consultative council to progress the initiative and make recommendations to both governments.
- 7.60 The committee believes the NCA has a particular role relating to the Central National Area and national icons under their responsibility such as the Carillon. The NCA, therefore, should participate as one of many national institutions in the National Capital Tourism Plan.
- 7.61 In order to ensure that the national icons within the NCA's jurisdiction are duly cared for and maintained, the committee strongly urges that their funding be restored and protected as administered items within the budget of the NCA.
- 7.62 The committee urges the NCA as a contributing agency to a tourism strategy to improve signage across the whole Central National Area to assist tourist navigation. The committee notes recent efforts by the NCA to improve signage in the Parliamentary Triangle.

- 7.63 The committee hopes that all national institutions would want to be involved in the preparation of such a plan, as it is these very institutions, which sit at the heart of the national capital interest and appeal to the citizens of Australia.

Recommendation 9

- 7.64 **That the role of the National Capital Authority be clarified to include promotion of the national cultural icons located in the Central National Area.**

Recommendation 10

- 7.65 **That the National Capital Consultative Council prepare a domestic and international tourism and marketing plan for the national capital for consideration by both the ACT and Commonwealth Governments in their next respective budgets. In addition, the committee recommends that such a plan factor in the Centenary of Canberra celebrations in 2013.**