

Business and Investment Advisory Committee

Business Paper

Notice is hereby given that a Business and Investment Advisory Committee of Parkes Shire Council will be held in the Committee Room, Parkes Shire Council, 2 Cecile Street, Parkes, on Tuesday 5 March 2024 at 10:00am.



Kent Boyd PSM
GENERAL MANAGER

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1 OPENING OF MEETING

The Chairperson will declare the meeting open.

Meeting of Council committees are not recorded or streamed to the internet.

2 ACKNOWLEDGEMENT OF COUNTRY

Parkes Shire Council acknowledges the Wiradjuri People who are the Traditional Custodians of the Land. I would also like to pay respect to the Elders past, present and emerging of the Wiradjuri Nation and extend that respect to other Aboriginal peoples from other nations who are present.

3 APOLOGIES

4 CONFIRMATION OF MINUTES

4.1 MINUTES OF THE BUSINESS AND INVESTMENT ADVISORY COMMITTEE HELD ON 21 NOVEMBER 2023

IP&R Linkage: **Pillar:** Leadership

Goal: Our local government is open, accountable and transparent.

Strategy: Provide open and transparent decision-making and undertake the civic duties of Council with professionalism and integrity.

Annexures: **A. Business and Investment Advisory Committee Minutes - 21 November 2023**

RECOMMENDATION

That the receive and confirm the Minutes of the meeting held on Tuesday 21 November 2023 appended at *Annexure A*.

Business and Investment Advisory Committee

Minutes

Tuesday 21 November 2023



Minutes of the Business and Investment Advisory Committee**Held on Tuesday, 21 November 2023 at the****Parkes Council Chambers, 2 Cecile Street, Parkes****Present:**

Cr Jacob Cass	Councillor
Cr Glenn Wilson	Councillor
Cr William Jayet	Councillor
Cr Daniel Weber	Councillor
Ms Tracie Robertson	Member

Council Officers in Attendance:

Mrs Carrie Olsen	Executive Manager Economy, Destination and Activation
Mr Anthony McGrath	Executive Manager Corporate Services
Ms Katie Nash	Economic Development Specialist
Ms Hayley Roach	Events officer

NOTES

Cr Ken Keith, Mr Declan Small and Mr Geoff Rice attended via audio-visual link.

The meeting commenced at 10:00 am and concluded at 10:30 am.

Order Of Business

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1 OPENING OF MEETING

The Chairperson will declare the meeting open.

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2 ACKNOWLEDGEMENT OF COUNTRY

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3 APOLOGIES

In accordance with clauses 5.3, 5.4 and 5.5 of Council's Code of Meeting Practice, apologies must be received and accepted from absent Councillors and a leave of absence from the Council Meeting may be granted.

4 CONFIRMATION OF MINUTES

NIL

5 DISCLOSURES OF INTERESTS

All Council Officials must disclose and manage any conflicts of interest they may have in matters being considered at the meeting.

Council's Code of Conduct deals with pecuniary and non-pecuniary conflicts of interest and political donations, and provides guidance on how these issues should be managed.

Council Officials must be familiar with Council's Code of Conduct and their obligations to disclose and manage any conflicts of interest that they may have in matters being considered at this Council Meeting.

Note: Council Officials who declare an Interest at the Meeting are also required to complete a Declaration of Interest form.

6 LATE BUSINESS

7 OFFICERS' REPORTS

7.1 ELECTION OF CHAIRPERSON

RESOLVED BIA 001/23

Moved: Cr Jacob Cass

Seconded: Cr Daniel Weber

That the Business and Investment Advisory Committee:

-
1. Elect Cr Bill Jayet as Chairperson, pursuant to clause 6.1 of the Committee's Terms of Reference.

CARRIED

7.2 2023 CHRISTMAS PROMOTION

RECOMMENDATION

That the Business and Investment Advisory Committee:

1. Receive and note the 2023 Christmas Promotion Report.

AMENDMENT

Moved: Cr Jacob Cass
Seconded: Cr Daniel Weber

That Council create a proposal for a strategic plan focusing on lighting and Christmas installations in the Parkes CBD.

NEXT MEETING

The next meeting is to be held on 20 February 2024.

8 REPORT OF CONFIDENTIAL RESOLUTIONS

In accordance with clauses 14.22 and 14.23 of Council's Code of Meeting Practice, resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the Chairperson as soon as practicable. Such resolutions must be recorded in the publicly available minutes of the meeting.

5 DISCLOSURES OF INTERESTS

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6 LATE BUSINESS

7 OFFICERS' REPORTS

7.1 DEVELOPMENT OF PARKES REGIONAL ENTERTAINMENT AND CULTURAL CENTRE FEASIBILITY STUDY

IP&R Linkage: Pillar: Economy

Goal: Our Shire is an attractive destination to live, work, visit and invest.

Strategy: Promote Parkes Shire as a tourist destination and support the continued growth of our visitor economy.

Author: Katie Nash, Economic Development Specialist

Authoriser: Anthony McGrath, Director Customer, Corporate Services and Economy

Annexures: A. **Parkes Regional Entertainment and Cultural Centre Feasibility Study** [↓](#)

RECOMMENDATION

That:

1. The Business and Investment Advisory Committee receive and note the briefing on the development of the Parkes Regional Entertainment and Cultural Centre Feasibility Study, as detailed in this report.
2. The Business and Investment Advisory Committee resolve to take the Regional Entertainment and Cultural Centre Feasibility Study to Council for endorsement.

BACKGROUND

At its Ordinary Meeting held in September 2022, Parkes Shire Council ("Council") resolved to endorse the submission of various grant applications under Round 2 of the *Regional Tourism Activation Fund*, Round 9 of the *Resources for Regions Fund* and Round 5 of the *Stronger Country Communities Fund* [res. 22-316].

Through Round 9 of the NSW Government's *Resources for Regions Fund*, Council was successful in securing \$150,000 to undertake a Feasibility Study for the construction of a regional Entertainment and Cultural Centre in Parkes.

The objective of the Feasibility Study is to explore the viability of constructing an entertainment and cultural centre in the Parkes Shire local government area.

In January 2023, Council issued a Request for Proposal ("RFP") to engage a suitably skilled, qualified and experienced consultant to undertake the project and prepare the Feasibility Study. After a thorough evaluation process, in March 2023, Council selected the preferred proponent, Hawkridge Entertainment Services ("Hawkridge").

Hawkridge Entertainment Services has vast experience developing business strategies, including business and strategic plans, manuals, policies and procedures for effectively operating venues. Economic viability is at the forefront of Hawkridge's ethos, ensuring that Council will be aware of the risks, challenges and opportunities of an Entertainment and Cultural Centre development within the Shire.

ISSUES AND COMMENTARY

Council has now received from Hawkridge a draft of the Regional Entertainment and Cultural Centre Feasibility Study for review and feedback, appended at *Annexure A*.

Through an extensive research and engagement process, the study has specifically assessed the potential:

- Size and function of the proposed facility
- Community and commercial demand for the proposed facility, and
- Utilisation and subsequent operations consequences for Council

In short, the draft Feasibility Study presented by Hawkridge details that a new entertainment and cultural centre in Parkes would serve to support existing masterplans and strategies, provide a significant venue that would be the centrepiece for community gathering, activity and events and provide economic and social benefits consistent with the sought ambition and outcomes identified throughout the project.

The draft Feasibility Study encompasses a demand assessment, location consideration, functional brief, preliminary concept design, operational budget projections and a construction cost estimate.

Tim Hawkridge will be in attendance at the Business and Investment Advisory Committee meeting to share the findings of the Parkes Regional Entertainment and Cultural Centre Feasibility Study. Committee members are tasked to review the study prior to the meeting to ensure a meaningful and constructive discussion takes place.

LEGISLATIVE AND POLICY CONTEXT

There are no legislative or policy considerations for Council associated with this report.

FINANCIAL IMPLICATIONS

As detailed above, Council secured \$150,000 in funding via the NSW Government's Resources for Regions Fund to deliver this project. This funding must be expended and acquitted by December 2025.

In undertaking this feasibility study, Council is in a far better position to understand the cost implications of the potential investment in a Regional Entertainment and Cultural Centre.

RISK IMPLICATIONS

Development of the Feasibility Study is a grant-dependant project, and as such, the project needs to follow the budget and timing requirements outlined in the funding agreement. While the acquittal date is December 2025, Council officers anticipate the project being finalised in mid-2024.

COMMUNITY CONSULTATION

Hawkridge Entertainment Services completed a robust consultation process in the preparation of the draft Feasibility Study. Further detail is provided in the document appended at *Annexure A*.

**PARKES REGIONAL ENTERTIANMENT CENTRE &
CULTURAL CENTRE**

FEASIBILITY STUDY

RFP 2022/142

BY



Hawkridge Entertainment Services

Specialist consultants in the Arts, entertainment, sports and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#) | [Singapore](#)

31 OCTOBER 2023

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1. Executive Summary

This report responds to the Parkes Shire Council's request to develop a Parkes Regional Entertainment and Cultural Centre Feasibility Study. The stated objective of the study was to explore the viability of constructing an entertainment and cultural centre in the Parkes Shire local government area, specifically assessing the potential:

- Size and function of the proposed facility,
- Community and commercial demand for the proposed facility, and
- Utilisation and subsequent operational consequences for Council.

Methodology

The feasibility for the prospective entertainment venue in Parkes was conducted through a methodical and rigorous approach. First and foremost, it entailed a review of recent state and local government plans, assessments, strategies, and policies. This examination served to reveal the regulatory and policy framework within which the venue would operate.

Concurrently, an analysis of Parkes' community economic and social profile, comprising demographic data, was undertaken. This investigative step was crucial in acquiring an understanding of the local context, the potential demographic to be engaged, and the prospective user base for the venue.

Moreover, a key component of the methodology involved consultation. This engagement encompassed four primary stakeholder groups, namely, key potential users of the venue, existing venues within Parkes, similar regional venues situated in New South Wales, and potential producers and promoters. The insights and feedback proffered by these stakeholders assumed a central role in shaping the ultimate feasibility assessment.

In addition, the methodology included a comparison with pertinent benchmarking and best practice references. This comparative analysis allowed for the review of how the new venue would measure against established industry standards. Further supplementing the methodology, an examination of the existing local arts and entertainment infrastructure was completed.

Finally, the analysis encompassed an evaluation of the prospective demand for the envisioned venue. This assessment was instrumental in understanding the local landscape and substantiating the necessity for the new venue.

Demand assessment

Research was undertaken to determine the potential demand for use of the proposed centre and attendance at the centre. This involved a review of existing local entertainment and cultural infrastructure, Parkes community demographics, (including profiles regarding age, annual household income, workforce, and net migration), likely potential user-groups, affordability for user-groups (venue hirers), commercial opportunities, competitor analysis (including gaps in existing service and facility offerings).

Common findings from consultations

This report investigates the detailed outcomes of each consultation segment, providing a broad understanding that has guided the centre's functional brief and concept design. In summary, stakeholder consultations can be synthesised to eight key insights:

- User-Centric Design: A focus on designing the centre to meet the diverse needs of its users.
- Technical Excellence: Ensuring excellent technical capabilities to enhance the quality of performances and events.
- Community Engagement: Actively involving and engaging the local community to create a sense of ownership and connection.

Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

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7.2 DEVELOPMENT OF PARKES SHIRE SIGNAGE AND WAYFINDING STRATEGY**IP&R Linkage:** **Pillar:** Economy**Goal:** Our economy is supported by well-planned and safe transport infrastructure.**Strategy:** Ensure road network supporting assets such as signs, posts, lighting and guardrails are adequately maintained.**Author:** **Katie Nash, Economic Development Specialist****Authoriser:** **Anthony McGrath, Director Customer, Corporate Services and Economy****Annexures:** **A. Signage and Wayfinding Strategy - Draft Document** [↓](#)

RECOMMENDATION

That:

1. The Business and Investment Advisory Committee receive and note the briefing on the development of the Parkes Shire Signage and Wayfinding Strategy, as detailed in this report.
2. The Committee provide feedback to inform the ongoing development of the Parkes Shire Signage and Wayfinding Strategy.

BACKGROUND

At its Ordinary Meeting held 20 September 2022, Parkes Shire Council ("Council") resolved to endorse the submission of various grant applications under Round 2 of the Regional Tourism Activation Fund, Round 9 of the Resources for Regions Program and Round 5 of the Stronger Country Communities Fund **[res. 22-316]**.

Through Round 5 of the NSW Government's Stronger Country Communities Fund, Council was successful in securing \$100,000 to develop a Parkes Shire Signage and Wayfinding Strategy and Style Guide ("the Strategy and Style Guide") and Stage 1 of the signage rollout.

ISSUES AND COMMENTARY

The Strategy and Style Guide aims to provide a comprehensive, consistent and strategic approach to signage throughout the Parkes Shire local government area, including a clear signage family/hierarchy, visual identity, and design/technical requirements.

In March 2023 Council engaged the landscape architecture agency, Moir, to undertake the strategy.

Moir brings extensive experience to the project, having created well-designed, durable signage concepts across regional New South Wales, including for the Hunter Valley and Weddin Shire.

Subsequent to their initial engagement, Moir undertook a signage audit in person, where they reviewed all signage across the Shire. This revision of signage allowed them to understand the current signage offering and the challenges present.

Moir determined that signage should reflect the vibrant, connected, and sustainable vision of the Parkes Shire, whilst meeting the principles of good design:

- Consistency
- Modularity

- Replaceable panels
- Vandal-proof
- Identity
- Legibility
- Hierarchy
- Context
- Content
- Buildability

The attached document shows the initial concepts that Moir has developed. The proposed designs include the following:

- Town and Village Entry
- Community Facility Entry
- Community Facility Information
- Town Centre and Visitor Information
- Street Signage
- Walkway and Cycleway

The Shire Gateway design will be included in the strategy, however the consultants are still working on the design.

LEGISLATIVE AND POLICY CONTEXT

There are no legislative or policy considerations for Council associated with this report.

FINANCIAL IMPLICATIONS

As detailed above, Council has secured \$100,000 in funding via the NSW Government's Stronger Country Communities Fund to deliver this project. This funding must be expended and acquitted by January 2026.

Council will also be making a co-contribution to deliver this project, noting that Stage 1 of signage must be delivered as part of this grant. At this stage, a co-contribution of \$15,000 has been identified. Following completion of the Strategy and Style Guide, Council will be better positioned to ascertain the costs associated with constructing and installing Stage 1 of signage, and the co-contribution will be reviewed.

RISK IMPLICATIONS

Preparation of the Strategy and Style Guide is a grant-dependent project, and as such, the project will need to be effectively managed to avoid cost and time overruns. While the acquittal date is January 2026, Council is required to implement the signage strategy and the construction of 2 to 4 signs by this deadline.

COMMUNITY CONSULTATION

There are no community consultation requirements associated with this report.

7.3 COMMUNITY IMPROVEMENT DISTRICT PILOT PROGRAM GRANT APPLICATION**IP&R Linkage:** **Pillar:** Economy**Goal:** Our Shire is an attractive destination to live, work, visit and invest.**Strategy:** Support local agriculture, tourism, and retail sectors by promoting diversification, value-adding and capacity building.**Author:** **Katie Nash, Economic Development Specialist****Authoriser:** **Anthony McGrath, Director Customer, Corporate Services and Economy****Annexures:** **Nil**

RECOMMENDATION

That:

1. The Business and Investment Advisory Committee receive and note this report.
-

BACKGROUND

In October 2023, the NSW Government announced a new grant opportunity, the Community Improvement District (CID) Pilot Program.

The program intends to trial Place-based partnerships that bring businesses together to support and grow local economies, high streets, and centres. The CID Pilot Program will inform the development of a State-wide policy on CID over the coming years.

This two-stage process involved a preliminary EOI in November 2023, followed by a detailed application for shortlisted applicants in February 2024.

The grant was available to fund projects from \$150,000 to \$400,000, with 50% of the funding spent on non-physical implementation and 50% on physical intervention. Successful grant recipients will work collaboratively with Transport for NSW ("TfNSW") throughout the program to deliver each project, including providing resources and mentoring opportunities.

ISSUES AND COMMENTARY

Parkes Shire Council submitted an Expression of Interest in November 2023 and was shortlisted for the detailed application in February 2024.

The nominated Community Improvement District is the CBD, as defined through the 2016 CBD Vibrancy Strategy. TfNSW anticipates announcing outcomes in April 2024.

If successful, Parkes Shire Council will begin the project in May 2024; over the following 12-month period, initiatives such as a CBD place plan and local events will be developed.

Among other things, this plan will address supporting infrastructure for place activations including Christmas Lights and the Parkes Elvis Festival.

Council will update the Business and Investment Advisory Committee on the grant outcome at the next meeting.

LEGISLATIVE AND POLICY CONTEXT

FINANCIAL IMPLICATIONS

Should Parkes Shire Council secure grant funding for the proposed Clarinda Street Community Improvement District, TfNSW will fully fund the implementation of the grant for a value of \$360,000.

RISK IMPLICATIONS

There are no associated risk implications with this report.

COMMUNITY CONSULTATION

There are no community consultation requirements associated with this report. However, Parkes Shire Council will undertake community consultation with businesses, building owners and the broader community if the grant is successful.

7.4 COMMERCIAL LAND EXPRESSION OF INTEREST AT "THE WELCOME"**IP&R Linkage:** **Pillar:** Economy**Goal:** Our Shire is an attractive destination to live, work, visit and invest.**Strategy:** Promote opportunities for industry expansion, industry diversification and new investment via the Parkes Special Activation Precinct, Parkes Airport Business Park and Parkes Industrial Estate.**Author:** **Katie Nash, Economic Development Specialist****Authoriser:** **Anthony McGrath, Director Customer, Corporate Services and Economy****Annexures:** **Nil**

RECOMMENDATION

That:

1. The Business and Investment Advisory Committee receive and note this report.
-

BACKGROUND

Parkes is advantageously positioned on the Newell Highway, Inland Rail linking Melbourne and Brisbane, and transcontinental railway linking Sydney to Perth, Adelaide and Darwin. This positioning has provided Parkes with an opportunity for further growth within transportation, logistics and associated sectors.

Parkes also hosts the first NSW Government-initiated Special Activation Precinct ("SAP"). The Parkes SAP is a new take on the conventional business park, reconfiguring the current concept and incorporating efficient economic practices to encourage business growth within regional NSW.

Beyond promoting investment opportunities within the SAP, Parkes Shire Council ("Council") has reviewed opportunities for industry development in the Parkes Industrial Estate and the Parkes Airport Business Park.

Parkes Shire Council ("Council"), owner and developer of the South Parkes Industrial Estate, has released an opportunity for a private investor to purchase approximately 60ha of unserviced land (final size determined by survey).

ISSUES AND COMMENTARY

The Council released an Expression of Interest on 15 January 2024 for 28 days, closing on 12 February 2024.

All respondents will be evaluated against the following measures:

- purchase price per square metre
- proposed development of the site, including the extent and nature of the development and contribution to the local and regional economy
- Demonstrated intention, capability and capacity to establish the development, including capital value, timeframes and financial capacity.
- Contribution to the Parkes ethos, including the SAP aspirations, contribution to Parkes as a National Transport Node, and contribution to developing jobs of the future.

The evaluation process remains confidential. However, Council will notify the Business and Investment Advisory Committee and the broader public when necessary.

LEGISLATIVE AND POLICY CONTEXT

There are no legislative or policy considerations for Council associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report.

RISK IMPLICATIONS

There are no risk implications for Council associated with this report.

COMMUNITY CONSULTATION

There are no community consultation requirements associated with this report.

Next meeting date: Tuesday 4 June 2024.
