

Economy, Destination and Events Advisory Committee

Business Paper

Notice is hereby given that a Economy, Destination and Events Advisory Committee of Parkes Shire Council will be held in the Ngumbaydyil Room, 25 Boigan Street, Parkes, on Tuesday 19 May 2026 at 10:30 AM.



Kent Boyd PSM

GENERAL MANAGER

Order of Business

1	OPENING OF MEETING	4
2	ACKNOWLEDGEMENT OF COUNTRY	4
3	APOLOGIES	4
4	CONFIRMATION OF MINUTES	5
4.1	Minutes of the Economy, Destination and Events Advisory Committee held on 4 March 2026	5
5	DISCLOSURES OF INTERESTS	11
6	LATE BUSINESS	12
7	OFFICERS' REPORTS	13
7.1	Local Economy Report.....	13
7.2	Local Tourism Report.....	16
7.3	Local Events Report.....	18
7.4	Offer of Engagement: Parkes Energy Recovery	25
7.5	Brightening Our Brand.....	28
7.6	Shop Parkes Facebook Page.....	31
7.7	CBD Vibrancy Strategy Initiatives.....	34
7.8	Economic Development Strategic Plan	36
8	REPORT OF CONFIDENTIAL RESOLUTIONS	40

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

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

4.1 MINUTES OF THE ECONOMY, DESTINATION AND EVENTS ADVISORY COMMITTEE HELD ON 4 MARCH 2026

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. Economy, Destination and Events Advisory Committee Minutes - 4 March 2026**

RECOMMENDATION

That the receive and confirm the Minutes of the meeting held on Wednesday 4 March 2026 appended at *Annexure A*.

Economy, Destination and Events Advisory Committee

Minutes

Wednesday 4 March 2026



Minutes of the Economy, Destination and Events Advisory Committee

**Held on Wednesday, 4 March 2026 at the
Cooke Park Pavilion, 17 Welcome Street, Parkes**

Present:

N/A

Council Officers in Attendance:

N/A

NOTES

This meeting was cancelled prior due to insufficient Councillors to make Quorum. As a result this meeting did not proceed and all matters will be carried over to the next meeting in May 2026

Order Of Business

1	OPENING OF MEETING	4
2	ACKNOWLEDGEMENT OF COUNTRY.....	4
3	APOLOGIES	4
4	CONFIRMATION OF MINUTES	4
4.1	Minutes of the Economy, Destination and Events Advisory Committee held on 17 February 2026.....	4
5	DISCLOSURES OF INTERESTS	4
6	LATE BUSINESS	4
7	OFFICERS' REPORTS.....	5
7.1	CBD Vibrancy Strategy Initiatives.....	5
8	REPORT OF CONFIDENTIAL RESOLUTIONS	5

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

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

4.1 MINUTES OF THE ECONOMY, DESTINATION AND EVENTS ADVISORY COMMITTEE HELD ON 17 FEBRUARY 2026

RECOMMENDATION

That the receive and confirm the Minutes of the meeting held on Tuesday 17 February 2026 appended at *Annexure A*.

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 CBD VIBRANCY STRATEGY INITIATIVES
--

RECOMMENDATION

That the Committee:

1. Note the overview of the 39 initiatives contained within the Draft CBD Vibrancy Strategy.
2. Provide high-level feedback identifying up to five initiatives they believe should be considered priority actions, including rationale for each.

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

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 LOCAL ECONOMY REPORT

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: Hamish Ritchie, Economic Development Specialist

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

Annexures: Nil

RECOMMENDATION

That the Committee:

1. Note the update on current Economic Development activity, including progress on the CBD Vibrancy Strategy, Brightening Our Brand initiative, and related projects.

BACKGROUND

The Local Economy Report is provided as a standing update to the Economy, Destination and Events Advisory Committee to support members in staying informed about current economic conditions, trends and activities occurring across the local government area.

Economic Development at Parkes Shire is guided by a people-centred approach. While economic indicators such as business growth, investment and employment are important, they are not pursued in isolation. All economic development activity is ultimately focused on improving quality of life, opportunity and resilience for the people who live, work and invest in Parkes Shire.

Under this approach, economic outcomes are considered successful when they:

- Support local livelihoods and employment
- Strengthen community resilience
- Enhance the liveability and vibrancy of towns and villages
- Create long-term benefits that are shared across the community

To support this objective, Economic Development activity is considered across four interconnected focus areas:

- **Building Resilient Businesses**
Supporting existing local businesses to adapt, grow and remain sustainable, recognising that strong local businesses underpin employment, services and community stability.
- **New Business and Investment**
Attracting and facilitating new business activity and investment that aligns with community needs, local strengths and long-term strategic priorities, rather than growth for growth's sake.
- **Liveability and Vibrancy**
Contributing to places where people want to live, work and spend time, acknowledging that

a healthy local economy is closely linked to social connection, amenity and community pride.

- Planning, Data and Partnerships
Using data, evidence and collaboration with stakeholders to inform decision-making and ensure economic initiatives are well-targeted, inclusive and deliver genuine community benefit.

ISSUES AND COMMENTARY

Elvis Activation Kit – Update

Council is progressing the development of the Elvis Activation Kit, an initiative designed to support local businesses to actively participate in, and benefit from, the Elvis Festival in ways that suit their capacity, creativity and business model.

Following engagement with Boom Retail, Council has received a substantial body of content that has allowed the project to evolve beyond a simple activation guide. In response, the Activation Kit is being developed as a **two-tiered resource**:

- A **front-facing inspiration kit**, designed to excite and motivate businesses with practical, accessible ideas for participating in the Elvis Festival at any scale; and
- A **back-of-house resource**, to be made available for businesses seeking deeper guidance, containing more detailed approaches to event-based visual merchandising and retail activation, enabling businesses to upskill if desired.

This approach recognises the diversity of local businesses and aims to support both low-barrier participation and longer-term capability building, rather than a one-size-fits-all solution.

The project is currently at **round two of internal editing**, with one further review round anticipated. Once finalised, Council will apply the official Elvis Festival branding, with release aligned to the formal announcement of the Festival.

To complement the Activation Kit, a **hands-on workshop** has been scheduled for **19–20 October**, facilitated by the creator of the kit. The workshop will provide local businesses with the opportunity to engage directly with the expert, ask questions specific to their premises and sector, and explore practical ways to translate ideas into action.

Activation of Empty Shopfronts - Update

Council continues work to address the presentation of empty shopfronts within the Parkes CBD, recognising the impact that vacant frontages can have on streetscape quality, pedestrian experience and perceptions of town centre vibrancy.

In line with Council's Brightening Our Brand project (referenced separately within this report), Council has commissioned the development of a purpose-designed visual asset, funded through Transport for NSW through the Community Improvement District Pilot Program. This asset is being designed from the ground up to be adaptable to large-scale buildings of varying shapes and sizes, addressing several practical and design challenges encountered in previous approaches to temporary shopfront treatments.

The application of this asset to vacant shopfronts will be contingent on the Brightening Our Brand project timeline, including the forthcoming public engagement process and its outcomes.

In parallel, Council has engaged with other local governments to better understand approaches to managing empty shopfront challenges. This engagement has highlighted that, outside of the introduction of local regulatory controls, councils generally have limited mechanisms to directly compel activation of private vacant properties unless safety concerns are present. Even where such concerns exist, enforcement is often resource-intensive and difficult to sustain.

Governance Model Toolkit for Business Collaboration

Council is progressing the development of a Governance Model Toolkit designed to support local businesses who wish to enter into small-scale, private collaborative arrangements to jointly fund and deliver shared activities or initiatives.

The toolkit is intended to act as a practical, easy-to-use guide for businesses with existing working relationships or shared interests, outlining how collaborative ideas can be progressed in a way that is legally sound, minimises risk, and protects all parties involved. It is specifically focused on enabling quick, low-barrier collaboration for smaller initiatives, rather than establishing formal representative structures.

Importantly, the toolkit is not intended to replace or duplicate the role of the Chamber of Commerce or other peak bodies. Instead, it is designed to complement existing structures by supporting bottom-up collaboration at a local level, where smaller groups of businesses may wish to trial ideas, deliver short-term projects or respond quickly to shared opportunities. Over time, it is anticipated that successful collaborations may naturally evolve into larger or more formal arrangements, including integration with broader representative bodies where appropriate.

The toolkit will be free to access for the Parkes business community once finalised.

The project is currently in the first draft development stage, with fortnightly coordination meetings occurring between Council and the external contractor responsible for preparing the content. Preliminary reviews indicate the toolkit is on track to achieve its intended outcomes, with a strong emphasis on:

- Minimising unnecessary administrative burden
- Providing clear, plain-language guidance
- Ensuring compliance and appropriate protections for participating businesses

Separate Items

This section should be read in conjunction with other strategic and project-based reports presented separately to the Committee, including:

- Brightening Our Brand,
- Parkes CBD Vibrancy Strategy,
- Economic Development Strategy.

Each of these initiatives contributes to Council's broader economic development objectives and is reported independently to allow for appropriate focus and detail. The items outlined in this section provide complementary, issue-based updates and should be viewed as part of this wider, integrated body of work

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 for Council associated with this report.

7.2 LOCAL TOURISM REPORT**IP&R Linkage:** Pillar: Economy**Goal:** Our Shire is an attractive destination to live, work, visit and invest.**Strategy:** Support our visitor economy through promotion of our Shire, supporting and delivering local events, and enabling the continuation of the iconic Elvis Festival.**Author:** Lisa Moon, Tourism and Visitor Services Coordinator**Authoriser:** Anthony McGrath, Director Customer, Corporate Services and Economy**Annexures:** Nil

RECOMMENDATION

That the Committee:

1. Note the updates provided in this report on current Tourism projects, visitor trends and strategic initiatives.

BACKGROUND

The Tourism Team continues to deliver initiatives aligned with Council's Destination Management Plan, focusing on strengthening the visitor economy, enhancing the visitor experience and increasing local and regional engagement with Parkes as a destination.

ISSUES AND COMMENTARY**Parkes Visitor Guide Redesign and Refresh**

The new Parkes Region Visitor Guide is in the final stages of production, with photography and final design elements currently being completed. The project is on track for circulation by the end of June, providing an updated and contemporary promotional resource aligned with the region's branding and visitor experience priorities.

Visitor Centre Data – Fuel Crisis Impact

Walk-in visitation to the Parkes Visitor Information Centre has been significantly impacted by the current fuel crisis. Visitor numbers declined by approximately 40% in March, with projections indicating a potential decline of up to 60% in April. This trend is consistent across the Central West, as reported at the Destination Central West Tourism Managers Meeting held in March, highlighting broader regional impacts on travel behaviour.

Additionally, at this stage, it is unclear what impact the closure of the Great Western Highway has had on visitation to the Central West and whether this has contributed to the decline in numbers. In response to the closure, a collaborative marketing campaign titled "Other Ways to the West" was developed within one week of the road closure occurring and involved multiple Local Government areas across the Central West. The campaign provides a unified and positive message encouraging travel via alternative scenic routes and reinforces that the region remains open and accessible.

The campaign toolkit includes key messaging, alternate route maps, branded logo assets and marketing resources that can be adapted across social media, digital platforms, websites and promotional materials to support consistent regional messaging and maintain visitation.

Visitor Information Centre Accreditation

The Parkes Visitor Information Centre recently undertook its two-yearly accreditation review in early April. While the results are yet to be received, initial feedback from auditors was highly positive, noting the strong operation of the facility and compliance with Destination NSW Visitor Information Centre guidelines. This indicates a likely positive outcome for continued accreditation over the next two-year period.

Henry Parkes Centre Open Day

The Henry Parkes Centre Open Day, held on 11 April, was a strong success with an estimated 500 attendees throughout the day. The event showcased the full offering of the Centre including the King's Castle Elvis Exhibit, Henry Parkes Museum, Motor Museum, Moat Cottage and Gates of Graceland. Activities included live music, vehicle displays, demonstrations, face painting, giveaways, a free BBQ, coffee van and local produce tastings, providing an engaging and family-friendly experience that encouraged local visitation and increased awareness of the Centre's attractions.

Henry Parkes Centre Masterplan

The draft Henry Parkes Centre Masterplan 2026 is currently in its final stages, with public exhibition expected in the coming weeks. The Masterplan outlines a strategic vision to enhance the Centre as a cohesive tourism and community destination.

Key features of the draft Masterplan include:

- Introduction of a one-ticket system to improve access across attractions
- Relocation of the Visitor Information Centre to a more central position within the site
- Enhancement and reinterpretation of the Henry Parkes Museum, including improved indoor and outdoor displays and a potential rebranding to reflect a stronger Pioneer/Historical theme
- Development of additional infrastructure, including new sheds and facilities to support groups such as the Central West Car Club and other community stakeholders
- Opportunities to expand the site as a community hub, accommodating groups such as arts, pottery and Men's group style uses

The Masterplan responds to changing visitor patterns following the Newell Highway bypass and ensures the Centre continues to evolve as a key tourism and cultural asset for the region.

LEGISLATIVE AND POLICY CONTEXT

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

FINANCIAL IMPLICATIONS

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

RISK IMPLICATIONS

The primary risks relate to external economic factors, including the current fuel crisis and road closures impacting visitation, as well as project delivery timelines. These risks are being managed through regional collaboration, adaptive marketing responses and structured project planning.

COMMUNITY CONSULTATION

Community consultation will be undertaken as part of the public exhibition process for the Henry Parkes Centre Masterplan.

7.3 LOCAL EVENTS REPORT**IP&R Linkage:** Pillar: Economy**Goal:** Our Shire is an attractive destination to live, work, visit and invest.**Strategy:** Support our visitor economy through promotion of our Shire, supporting and delivering local events, and enabling the continuation of the iconic Elvis Festival.**Author:** Bronte Thompson, Events Officer (Major Events)**Authoriser:** Anthony McGrath, Director Customer, Corporate Services and Economy**Annexures:** Nil**RECOMMENDATION**

That the Committee

1. Note the update on the events within the Parkes Shire.

BACKGROUND

Parkes Shire continues to deliver and support a vibrant and diverse calendar of events that encourage community participation, celebrate local identity, and stimulate the regional visitor economy. The 2026 program reflects the Council's strategic commitment to strengthening community engagement within the Integrated Planning and Reporting Framework. The events calendar is shaped through coordinated internal planning, strong external partnerships, and community-led initiatives, all of which align with broader tourism and economic development priorities.

Events delivered to date encompass major festivals, family-focused activities, and a returning signature event that continues to draw visitors while strengthening local community connections. These initiatives build on the achievements of previous years and demonstrate the Council's ongoing commitment to working collaboratively with stakeholders and the broader community.

ISSUES AND COMMENTARY

Over the past two months, Parkes Shire Council has supported several community events, as well as successfully delivering one major event.

MAJOR EVENTS***Light Up Parkes – 18 April 2026***

The Light Up Parkes event was held in Cooke Park and focused on bringing the community together while showcasing local talent from across the Shire. The event provided local performers with the opportunity to perform at the Cooke Park Pavilion and created an inclusive space for the community to come together and celebrate.

The evening featured a range of local acts including Amitie, Dirty Dark Horses, Easy Goin', Gracey Denham Jones backed by Easy Goin' and EJ Muso's with Spicy Mercury, Court and Jeff.

The night also celebrated the lighting of Cooke Park, highlighting the Shire's facilities and transforming the space into a vibrant and welcoming area. Attendees enjoyed food vendors, market stalls, live music, LED stilt walkers and jugglers, fireworks, and a kids' zone featuring

jumping castles and face painting. The temporary lifting of the alcohol ban added to the relaxed atmosphere, with plenty of smiles and enjoyment throughout the evening.

We sincerely thank Transport for NSW for funding the event through the Community Improvement District program, which made Light Up Parkes possible. Overall, the event was a great success, and we are proud of everyone involved, including performers, vendors and the community who came along and supported the night.

COMMUNITY EVENTS

Home Grown – Saturday 21st March

The first Home Grown event of 2026 was held in Cooke Park, bringing the community together to celebrate and support local small businesses, makers, growers and creatives. The event provided a welcoming space for residents and visitors to shop locally, connect with community members and enjoy a relaxed atmosphere filled with live entertainment, food, workshops and unique market stalls.

HPC Open Day – Saturday 11th March

Henry Parkes Centre Open Day welcomed community members and visitors to explore one of Parkes' key cultural and tourism attractions. Alongside the museums, exhibits and collections, the event featured live music, market stalls, activities for children and entertainment for the whole family, creating a fun and welcoming atmosphere for all ages. The open day encouraged community engagement, celebrated local history and heritage, and highlighted the important role the centre plays in preserving and sharing the stories of the region.

ANZAC Day – Saturday 25th April

ANZAC Day commemorations brought the community together to honour and remember the service and sacrifice of Australian and New Zealand servicemen and women. The day included traditional ceremonies, community participation and opportunities for reflection, while also fostering a strong sense of local pride and connection. Residents and visitors gathered to pay their respects and acknowledge the contributions of past and present defence personnel.

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

THE 2026 EVENTS CALENDAR PRESENTS MINIMAL RISK UNDER CURRENT PLANNING AND OPERATIONAL PROCEDURES. EVENT DELIVERY CONTINUES TO BE SUPPORTED BY CROSS-TEAM COORDINATION, STAKEHOLDER ENGAGEMENT AND ADHERENCE TO STANDARD EVENT SAFETY PROCEDURES.COMMUNITY CONSULTATION

There are no community consultation requirements for Council associated with this report.

APPENDIX 1: Photos from recent Events:





Light Up Parkes, Saturday 18 April 2026



Home Grown, Saturday 21st March 2026



ANZAC Day, Saturday 25th April 2026

7.4 OFFER OF ENGAGEMENT: PARKES ENERGY RECOVERY**IP&R Linkage:** Pillar: Leadership**Goal:** An informed community**Strategy:** Provide opportunities for widespread and quality engagement, and where appropriate shared decision making.**Author:** Hamish Ritchie, Economic Development Specialist**Authoriser:** Anthony McGrath, Director Customer, Corporate Services and Economy**Annexures:** Nil**RECOMMENDATION**

That the Committee:

1. **Note** the engagement offers made by Parkes Energy Recovery to provide information to the Committee.
2. **Note** that any engagement coordinated through EDEAC will be limited to matters within the Committee's remit of economy, destination and events.
3. **Acknowledge** that review or consideration of Environmental Impact Statement (EIS) documentation is outside the role and responsibilities of the Committee.
4. **Note** that Council officers will continue to engage with Parkes Energy Recovery in a procedural and transparent manner, consistent with Council resolutions and governance obligations.

BACKGROUND

Parkes Energy Recovery has proposed the development of a waste-to-energy facility within the Parkes local government area. The proposal has attracted significant community interest.

Council has previously resolved to oppose the proposed development. Notwithstanding this position, the proposal is subject to external statutory assessment processes, and ultimate determination does not rest with Council.

In this context, Parkes Energy Recovery has approached Council officers with offers to engage with the Economy, Destination and Events Advisory Committee (EDEAC) in an information-sharing capacity.

ISSUES AND COMMENTARY**Engagement Offers**

Parkes Energy Recovery has made the following offers to Council:

1. **Committee Presentation**
An offer to present to an EDEAC meeting, should the Committee wish, to provide general information about the company and its operations as part of the local business community.
2. **Environmental Impact Statement (EIS) Briefing**
An offer to provide a condensed presentation to EDEAC outlining key aspects of the project's Environmental Impact Statement once it is publicly released (currently anticipated around September).

Scope of the EDEAC

The role of EDEAC is advisory and focused on matters relating to economic development, destination development and events. The Committee is not charged with:

- Assessing development applications
- Reviewing or endorsing Environmental Impact Statements
- Providing advice on planning or regulatory approvals

Accordingly, while Council officers can coordinate information-sharing where it is relevant to the Committee's remit, there are clear limits to what can appropriately occur within an EDEAC meeting.

Officer Position

Council officers are supportive of transparent and appropriately scoped engagement with business entities operating or seeking to operate within the local government area. This includes facilitating opportunities for information exchange where such engagement:

- Is consistent with the Committee's role
- Does not imply endorsement or support
- Does not undermine or conflict with Council resolutions

In practical terms:

- A general presentation focused on economic context or business operations may be appropriate for EDEAC consideration, should the Committee wish to receive it.
- Presentation or discussion of EIS content would not form part of an official EDEAC meeting, as this falls outside the Committee's responsibilities. Officers may, however, facilitate such engagement separately between relevant parties if requested.

Governance and Perception Considerations

Given the high-profile and controversial nature of the proposal, it is important that any engagement:

- Is clearly framed as information-sharing only
- Occurs transparently and with appropriate records
- Does not create a perception of preferential access, advocacy, or "back-channel" negotiation

While Council has resolved to oppose the proposal, Council also has an ongoing obligation to engage professionally with proponents and to plan for all potential outcomes of external assessment processes.

LEGISLATIVE AND POLICY CONTEXT

- Local Government Act 1993
- Council Code of Conduct
- Advisory Committee Governance Framework
- Relevant NSW planning and assessment legislation (not administered by EDEAC)

FINANCIAL IMPLICATIONS

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

RISK IMPLICATIONS

Reputational risk exists if engagement is perceived as endorsement or inconsistent with Council resolutions. This risk is mitigated through:

- Clear delineation of Committee scope
- Transparent processes
- Careful framing of any engagement as informational only

COMMUNITY CONSULTATION

No community consultation has been undertaken as this report relates solely to governance and engagement processes. Community consultation occurs through statutory planning pathways external to EDEAC.

7.5 BRIGHTENING OUR BRAND**IP&R Linkage:** Pillar: Economy**Goal:** Our Shire is an attractive destination to live, work, visit and invest.**Strategy:** Support our visitor economy through promotion of our Shire, supporting and delivering local events, and enabling the continuation of the iconic Elvis Festival.**Author:** Hamish Ritchie, Economic Development Specialist**Authoriser:** Anthony McGrath, Director Customer, Corporate Services and Economy**Annexures:** Nil**RECOMMENDATION**

That the Committee:

1. Notes the progress of the Brightening Our Brand project and the upcoming public engagement phase; and
2. Notes the opportunity for Committee members to voluntarily support business-to-business engagement as part of the public engagement process and provide input during discussion on preferred approaches for Council to engage with interested members.

BACKGROUND

Council has been progressing work on the branding of Parkes under the working title Brightening Our Brand. This project relates to the Parkes + logo currently utilised across the local business and tourism sectors and aims to ensure the brand remains contemporary, relevant and fit for purpose both now and into the future.

The project is funded through Transport for NSW's Community Improvement District Pilot Program and has involved a structured review process informed by both professional expertise and local insight. Council has worked with external branding and marketing professionals alongside a Branding Reference Group comprising representatives from across the community, which has now concluded its role. This group provided guidance and feedback throughout the review process to help ensure alignment with local values, identity and aspirations.

The branding review has also drawn on feedback previously provided by the community through other engagement activities, ensuring that this work builds on existing insights rather than occurring in isolation. Professional recommendations have been considered alongside this local input, with progress regularly tested against reference group feedback to maintain consistency and relevance.

This work represents an early and necessary phase of the overall project. Development has been undertaken internally and with specialist support to ensure there is a sufficiently robust and tangible concept for the community to meaningfully engage with during the next stage of the project. A public engagement phase will follow, during which the community will be invited to review and provide feedback on the proposed brand direction.

It is recognised that the Parkes brand represents more than a visual identity. It reflects how the community sees itself and how it is presented to others. As such, community understanding, acceptance and ownership is a non-negotiable aspect of the project.

ISSUES AND COMMENTARY

As the Brightening Our Brand project progresses toward its public engagement phase, Council is seeking the support of the Economy, Destination and Events Advisory Committee in helping to facilitate business-to-business engagement across the local economy.

Subject to finalisation, it is anticipated that the proposed brand will be ready for public engagement in early June, with early July identified as a contingency timeframe. Engagement activity is expected to occur primarily in the period immediately prior to release and throughout the month following release.

While the detailed structure of the public engagement phase is still being finalised, it is anticipated that the Committee will have an opportunity to view and become familiar with the proposed brand direction prior to broader community release. Should members be supportive of the approach, Council is seeking expressions of interest from Committee members who may be willing to volunteer their time to assist with sharing information and encouraging discussion within their respective business networks.

Participation would be entirely optional and flexible. The level of involvement would be at the discretion of individual members and could range from informal conversations with neighbouring or connected businesses, to raising the project during existing meetings or catch-ups, through to more active involvement such as attending or supporting broader engagement activities. This approach recognises that different members have different capacities, networks and preferred ways of contributing.

This peer-to-peer engagement would form one component only of Council's broader public engagement approach and is not intended to replace formal consultation processes. Rather, it seeks to complement them by supporting information sharing and encouraging meaningful participation within the business community.

Council would provide practical support to participating members, including clear briefing materials, presentations and other resources as required, to ensure volunteers feel confident and well-informed when discussing the proposed brand identity.

The Committee is invited to consider:

- Whether members would be willing to support this peer-to-peer engagement approach; and
- Preferred ways Council could engage with interested members, noting this may include targeted communication outside standard Committee correspondence.

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

A key risk associated with this stage of the project is misunderstanding regarding the project's current phase, particularly perceptions that branding outcomes have been finalised without appropriate consultation. At this stage, work has focused on developing a sufficiently robust and tangible concept to enable meaningful public engagement, rather than determining a final outcome.

This risk will be managed through clear communication during the public engagement phase, emphasising that community feedback will play an important role in shaping the final brand direction and that no final endorsement has yet occurred.

COMMUNITY CONSULTATION

No community consultation is proposed specifically in relation to the matters outlined in this report. However, this work forms part of a broader community engagement process to be undertaken as

the Brightening Our Brand project progresses to its public engagement phase. That process will be reported separately to the Committee and will provide opportunities for the wider community and business sector to review and provide feedback on the proposed brand direction.

7.6 SHOP PARKES FACEBOOK PAGE**IP&R Linkage:** Pillar: Economy**Goal:** Our Shire is an attractive destination to live, work, visit and invest.**Strategy:** Support our visitor economy through promotion of our Shire, supporting and delivering local events, and enabling the continuation of the iconic Elvis Festival.**Author:** Hamish Ritchie, Economic Development Specialist**Authoriser:** Anthony McGrath, Director Customer, Corporate Services and Economy**Annexures:** Nil**RECOMMENDATION**

That the Committee:

1. Consider and provide a preferred position on the future management of the “Shop Parkes” social media page.
2. Note the operational, governance and resourcing implications associated with each option outlined in this report.
3. Endorse Council officers progressing the Committee’s preferred position, together with relevant officer commentary and contextual information, to an Ordinary Council Meeting for final determination.

BACKGROUND

The “Shop Parkes” Facebook page was originally established to promote local businesses by sharing and amplifying content generated by businesses operating within the Parkes Shire. The intent was to provide a collective platform that supported local commerce and visibility, presenting local businesses as part of a broader Parkes offering rather than as individual operators promoting in isolation.

Over time, the page has remained largely inactive and unresolved, with no clear operational framework, governance model, or agreed ownership. Changes in staffing capacity, expectations around digital governance, and increased scrutiny of Council-run communication channels have contributed to the page remaining in limbo for an extended period.

Despite limited activity, the page continues to exist and is widely perceived as a Council-run or Council-endorsed platform. As such, its ongoing presence without clarity around purpose, responsibility, and resourcing presents reputational, legal, and operational risks for Council.

Given the length of time the matter has remained unresolved, there is now a need for a clear and formal position on the future of the “Shop Parkes” page to provide certainty for Council, the Committee, and the local business community.

ISSUES AND COMMENTARY**Need for a Formal Position**

The “Shop Parkes” page is widely perceived as a Council-run or Council-endorsed platform. As such, its continued existence without clarity around purpose, governance and resourcing presents reputational, legal and operational risks.

A clear position is required to:

- Resolve long-standing uncertainty

- Provide direction to Council officers
- Enable the matter to be formally considered by Council

The Committee's position will inform a stand-alone report to an Ordinary Council Meeting outlining their recommended next steps with additional commentary by council for councillor consideration.

Three options have been presented based on previous discussions however additional options can be considered.

Option 1: Council Reactivates and Operates the Page

Under this option, Council would formally reactivate the "Shop Parkes" page and take full responsibility for its operation as a Council-managed communication channel.

This would require:

- Development of clear governance and content guidelines
- Transparent and equitable processes for business inclusion and promotion
- Active content management, moderation and record-keeping

Given the workload and risk profile associated with operating a business-facing promotional platform, this option would **require an increase in organisational capacity**, estimated at **0.5 FTE** within either the Communications or Economic Development function.

Without additional resourcing, this option is not considered feasible to deliver in a legally compliant and responsible manner.

Key considerations:

- Ensures consistency, equity and accountability
- Provides clarity that the page is an official Council platform
- Has direct staffing and budget implications

Option 2: Transition the Page to the Private Sector

Under this option, Council would seek to transition the "Shop Parkes" page to a suitable private or community-based entity, such as a business group or representative organisation.

This option recognises that Council may no longer have the capacity to operate the page appropriately due to changes in staffing structures, expectations and regulatory environment since its establishment.

Operational concerns include:

- Capacity for an independent entity to maintain a reasonable standard to avoid a repeat situation.
- The risk that the page may continue to be perceived as a Council asset even after transfer
- The need for a defined timeframe to identify a suitable custodian, after which an alternative option would need to be pursued

This option would require careful communication to manage public perception and clarify Council's role post-transition.

Key considerations:

- Reduces direct Council liability
- Relies on third-party willingness and capability
- Carries ongoing perception risks if ownership is unclear

Option 3: Close the Page and Integrate Business Promotion into Existing Channels

Under this option, Council would formally close the “Shop Parkes” page and discontinue its use as a standalone platform.

Business and economic storytelling would instead be incorporated into existing Council communication channels, such as the “Visit Parkes” platform, through:

- Sector-based storytelling (e.g. hospitality, retail, services)
- Promotion of the local economy as part of destination and place-based narratives

This approach avoids the risks associated with promoting individual businesses while still enabling Council to highlight the strength and diversity of the local economy in a way that aligns with tourism and place promotion objectives.

Key considerations:

- Removes governance and liability risks associated with business-specific promotion
- Provides a scalable and manageable approach within existing capacity
- Shifts focus from individual promotion to broader economic storytelling

Role of the Committee

The Committee is asked to provide a clear position on which option they would like to formally have presented to council for determination. This position will assist Council officers in preparing a report to Council that resolves the matter and provides long-term clarity.

LEGISLATIVE AND POLICY CONTEXT

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

FINANCIAL IMPLICATIONS

This report constitutes a recommendation only and thus not financial implications exist for Council in association with this report. However numerous options put forward have in built financial implications that would be relevant when going to Council.

Option 1: has staffing and budget implications associated with an estimated 0.5 FTE increase.

Options 2 and 3: can be delivered within existing resources, subject to communication and transition planning.

RISK IMPLICATIONS

Ongoing operation of the page without a clear framework presents reputational, legal and equity risks. These risks are mitigated through formal decision-making and alignment with Council capacity and governance requirements.

COMMUNITY CONSULTATION

No direct community consultation has been undertaken to date. The Committee’s position will inform whether and how broader communication occurs as part of implementing Council’s final decision.

7.7 CBD VIBRANCY STRATEGY INITIATIVES**IP&R Linkage:** Pillar: Community**Goal:** Our community is liveable, growing and connected.**Strategy:** Provide vibrant and welcoming town centres, streetscapes, public spaces and meeting places.**Author:** Hamish Ritchie, Economic Development Specialist**Authoriser:** Anthony McGrath, Director Customer, Corporate Services and Economy**Annexures:** Nil**RECOMMENDATION**

That the Committee:

1. Note the overview of the 39 initiatives contained within the Draft CBD Vibrancy Strategy.
2. Provide high-level feedback identifying up to five initiatives they believe should be considered priority actions, including rationale for each.

BACKGROUND

Council engaged specialist urban designers to prepare the Draft CBD Vibrancy Strategy as a coordinated, long-term plan for strengthening the Parkes CBD. This work was informed by extensive engagement undertaken through the Shape Your CBD process, which generated over 600 individual data points from community members, businesses, and stakeholders.

The urban design team analysed this feedback to distil a set of shared community aims and aspirations for the future of the CBD. These aims then guided the development of the Strategy and its 39 initiatives, each of which responds to themes consistently raised during the engagement process.

The Draft Strategy presents these initiatives as an integrated suite of actions that collectively improve vibrancy, amenity, and CBD functionality over time. This strategy has since been endorsed at the March 2026 Ordinary Council Meeting, and we are seeking input from our business community as to what initiatives they see as a priority in relation to the scope of the committee.

The strategy can be found on the Parkes Shire Council Website.

[ECM 2219432 v1 Strategy - Parkes - Parkes CBD Vibrancy Strategy - Economic Development - 17 March 2026](#)

ISSUES AND COMMENTARY**Request for Feedback**

Committee members are invited to identify up to five initiatives they believe may be suitable for early implementation/prioritisation and to briefly outline their reasoning for each.

This feedback will help inform, though not determine, Council's internal planning once the Strategy is adopted.

The initiatives function as a connected package

The 39 initiatives are intentionally designed to work together, with each contributing and building to broader vibrancy outcomes. While the Committee is being asked to nominate priorities, it is important to note that no single initiative is intended to operate as a stand-alone fix. Early actions should ideally be those that support or strengthen the wider package over time.

Initiatives vary in scale, cost and time horizon

The Strategy includes a mix of quick wins, medium-term improvements, and longer-term transformational actions. While smaller early actions may feel more achievable, foundational or larger-scale initiatives play a critical role in setting up future success and should be considered alongside feasibility.

Initiatives reflect Parkes' unique community input

Each initiative was developed in response to themes expressed consistently through Parkes-specific community and business engagement. While individual preferences may differ, feedback should consider which initiatives are likely to deliver the greatest community benefit and align most strongly with the aspirations expressed through the engagement process.

Some initiatives unlock others

Several initiatives operate as enablers by laying groundwork for later improvements. When assessing priorities, the Committee may wish to consider both the immediate benefit of an initiative and its potential to support or catalyse subsequent actions.

Broader vibrancy outcomes

Members may also wish to reflect on how initiatives support wider community-focused outcomes such as:

-
- Safety
- Connectivity
- Functionality
- Enjoyment
- Accessibility
- Business support
- Presentation
- Place identity
- Visitor experience
- Activation and events

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 for Council associated with this report.

7.8 ECONOMIC DEVELOPMENT STRATEGIC PLAN**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:** Hamish Ritchie, Economic Development Specialist**Authoriser:** Anthony McGrath, Director Customer, Corporate Services and Economy**Annexures:** Nil**RECOMMENDATION**

That the Committee:

1. **Participate** in a facilitated discussion to identify broad strategic priority areas that should inform the future direction of the Strategy.
2. **Provide feedback** on the relative importance of different areas of focus, to guide the development of draft goals and outcomes for further consideration.

BACKGROUND

Council is currently developing an Economic Development Strategy to guide the long-term direction, priorities and activities of Economic Development within the Parkes Shire.

At its previous consideration of this matter, the Committee agreed with the four proposed foundational pillars of Economic Development:

1. Building Resilient Businesses
2. New Business and Investment
3. Liveability and Vibrancy
4. Planning, Data, and Partnership

An additional two pillars will be related to internal processes only and have no forward-facing presence:

5. New Projects: To create a delineation between established practices and new ideas.
6. Department Management: To formally manage the internal operations of the department in a clear and replicable way.

These pillars define what Economic Development does, rather than the specific outcomes Council seeks to achieve. They are intended to provide a stable structural framework upon which the Strategy can be built.

The next stage of the Strategy process is to begin shaping strategic direction by identifying the broad areas of priority that should sit within and across these pillars.

ISSUES AND COMMENTARY**Purpose of This Stage**

This agenda item does not seek agreement on specific goals, targets or performance measures. Instead, it is intended to begin the process of understanding:

- What outcomes matter most to the Parkes community and economy over the long term

- Where effort and focus should be concentrated

The intent is to gather directional input that can later be refined into draft goals and outcomes for formal consideration.

Framing Strategic Priorities (Directional Intent)

Strategic priorities operate at a level below the pillars but above individual actions. They describe the direction of travel rather than the destination itself.

For example:

- A priority may indicate that population stability or growth is critical to community resilience
- A later stage of the Strategy would then determine whether and how this translates into specific measures relating to housing, services, workforce or infrastructure

Importantly, while economic indicators such as growth, investment and employment are relevant, they are not ends in themselves. A larger economy is only beneficial where it contributes to improved wellbeing, opportunity and resilience across the community. The Strategy is therefore intended to be guided not by economic performance, but by the extent to which economic development delivers shared and inclusive prosperity.

Values-Based Example: Economic Mobility

- A conventional economic goal might focus on increasing average incomes or overall economic output.
- Reframed through a broader economic development lens, this same priority could instead focus on improving economic mobility. That is, ensuring residents have genuine opportunities to improve their economic circumstances over time.

In practice, this may shift emphasis toward factors such as access to education and training, pathways into secure employment, skills development, and the ability for people to participate meaningfully in the local economy regardless of background. This approach recognises that economic success is measured not only by aggregate figures, but by how opportunity is distributed across the community.

This distinction allows Council to be deliberate and values-led in shaping the Strategy, ensuring that future goals are grounded in community benefit rather than solely in economic scale. It also provides flexibility to develop evidence-based targets at a later stage, once there is a shared understanding of the outcomes the Strategy is intended to achieve.

Illustrative Examples (for Discussion Only)

The following examples are provided to help frame discussion and are not proposed priorities:

- A common economic objective may be to **strengthen industry diversity and reduce reliance on a narrow economic base**. Reframed from an economic development perspective, this objective is less about the number of industries present and more about creating a resilient local economy that can adapt to change and provide stable employment across different skill levels. Ultimately, this approach supports long-term security for households, reduces vulnerability to economic shocks and contributes to economic mobility for residents over time.
- A typical economic objective may focus **on attracting new business activity and investment**. When considered more broadly, this objective shifts toward facilitating investment that aligns with the long-term needs and values of the community, including the creation of meaningful jobs, opportunities for skills development and pathways into secure employment. In this way, investment success is measured not only by scale or value, but by the extent to which it improves opportunity and prosperity across the Shire.
- An economic objective is often framed **as attracting and retaining a skilled workforce**. From an economic development perspective, this outcome is largely driven by the liveability and vibrancy of a place. Whether people can find suitable housing, access services,

participate in community life and enjoy a high quality of life. Framed in this way, improvements to amenity, culture and place are not ancillary to economic development, but fundamental drivers of it. Quality of life therefore becomes a core measure of economic success, rather than a by-product.

- A traditional economic objective may emphasise **better coordination, planning and evidence to support decision-making**. Reframed more broadly, this objective focuses on building strong foundations through data, long-term planning and partnerships that enable informed, transparent and equitable action. The community benefit lies in ensuring that economic development decisions are well-targeted, coordinated and deliver value across the whole community, rather than producing fragmented or uneven outcomes.

Taken together, these examples are intended to prompt discussion about how economic development goals can be shaped by underlying drivers and community outcomes, ensuring that the Strategy reflects not only economic performance, but the kind of prosperity and quality of life the Parkes Shire seeks to achieve.

Role of the Committee

Committee members are invited to contribute perspectives that help shape the strategic direction of the Economic Development Strategy. To assist discussion, the following step-by-step guide is provided as a simple way to think through potential priorities and reframe traditional economic objectives toward broader community outcomes.

This guide is indicative only and is intended to support discussion where members may be uncertain how to adapt conventional economic development thinking to a more values-based approach.

A suggested way to approach this discussion is to:

1. **Identify something that could be improved**
Consider an aspect of the local economy or community that could function better over the long term (for example, workforce availability, business resilience, housing choice or community vibrancy).
2. **Consider the factors that directly drive this issue**
Reflect on the underlying conditions that influence this outcome, such as skills, education, amenity, infrastructure, services, partnerships or access to opportunity.
3. **Reflect on how improvement would benefit the broader community**
Think beyond economic indicators to consider how change would improve quality of life, opportunity, resilience or fairness for residents across different life stages and backgrounds.
4. **Consider how community benefit could be observed or described**
Rather than focusing solely on traditional economic metrics, consider what indicators might reflect positive community outcomes, such as participation, access to opportunity, stability, wellbeing or long-term sustainability.

Using this approach allows economic development priorities to be framed not only in terms of activity or growth, but in terms of the outcomes and values the community seeks to achieve. Feedback provided through this lens will assist Council officers in developing draft goals and outcomes for further consideration.

Relationship to Public Engagement

Engagement with the Committee at this stage does not replace or substitute for broader public engagement. Rather, it represents an early phase of the Strategy development process, focused on testing direction and framing key issues.

Direct community and stakeholder engagement will form a core component of the Strategy's development, ensuring that goals and priorities are informed by the views, needs and aspirations of the wider Parkes Shire community.

LEGISLATIVE AND POLICY CONTEXT

- Integrated Planning and Reporting Framework
- Draft Economic Development Strategy (in development)

FINANCIAL IMPLICATIONS

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

RISK IMPLICATIONS

There is a risk that priorities may be interpreted as commitments or targets if not clearly framed. This risk is mitigated by explicitly positioning this stage as exploratory and directional only.

COMMUNITY CONSULTATION

This discussion forms part of the broader engagement process underpinning the development of the Economic Development Strategy, alongside community, business and stakeholder engagement activities.

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.
