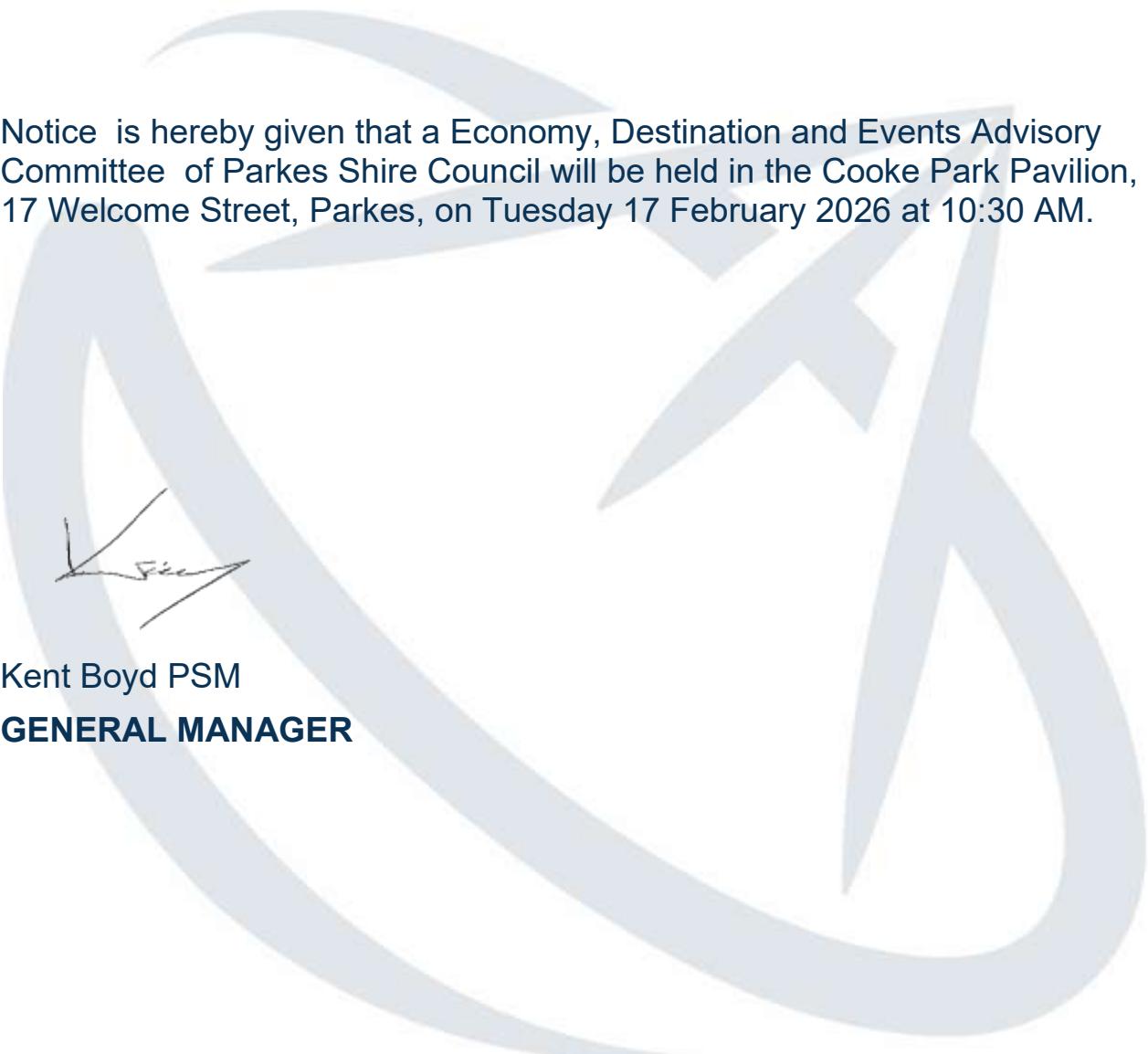


Economy, Destination and Events Advisory Committee

Business Paper



Notice is hereby given that a Economy, Destination and Events Advisory Committee of Parkes Shire Council will be held in the Cooke Park Pavilion, 17 Welcome Street, Parkes, on Tuesday 17 February 2026 at 10:30 AM.



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

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 18 NOVEMBER 2025

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 - 18 November 2025

RECOMMENDATION

That the receive and confirm the Minutes of the meeting held on Tuesday 18 November 2025 appended at Annexure A.

Economy, Destination and Events Advisory Committee

Minutes

Tuesday 18 November 2025



Minutes of the Economy, Destination and Events Advisory Committee
Held on Tuesday, 18 November 2025 at the
Cooke Park Pavilion, 17 Welcome Street, Parkes

Present:

Cr Neil Westcott	Major
Cr Marg Applebee	Deputy Major
Cr William Jayet	Councillor
Mr Peter Giles	
Ms Kelly Hendry	
Mr Greg Nash	
Ms Tracie Robertson	
Mrs Marty Sammut-Paul	

Council Officers in Attendance:

Mr Anthony McGrath	Director Customer, Corporate Services and Economy
Ms Lisa Moon	Tourism and Visitor Services Coordinator
Mr Hamish Ritchie	Economic Development Specialist

NOTES

A Quorum was not met for this meeting due to harvest. As a result this meeting did not proceed and all matters will be carried over to the next meeting in February 2026

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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

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.

Mr Andrew Rice *Chair*

Mr Andrew Hall

Ms Treen Swift

Mr Steve Lindsay

Ms Kristy Berry

Cr Joy Paddison *Councillor*

Cr Doug Pout *Councillor*

Mr Brendan Shipley *Manager Events and Tourism*

Not in Attendance

Cr Glenn Wilson *Councillor*

4 CONFIRMATION OF MINUTES**4.1 MINUTES OF THE ECONOMY, DESTINATION AND EVENTS ADVISORY COMMITTEE HELD ON 16 SEPTEMBER 2025**

RECOMMENDATION

That the receive and confirm the Minutes of the meeting held on Tuesday 16 September 2025 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 LOCAL ECONOMY UPDATE

RECOMMENDATION

That the Committee:

1. That the Committee note the update on recent Economic Development activity, including key findings from engagement for the CBD Vibrancy Strategy.
2. Committee flag if they would like to receive the draft CBD Vibrancy Strategy for review and feedback as an out of session action.

7.2 LOCAL DESTINATION REPORT

RECOMMENDATION

That:

1. That Council note the updates provided in this report on current Tourism projects and activities.

7.3 LOCAL EVENTS REPORT

RECOMMENDATION

That the committee review the update on the festival's status below as a Major Event for the shire and make any further recommendations on additional avenues of support

7.4 ENERGISE PARKES SHIRE

RECOMMENDATION

That the Committee:

1. Participate in a structured discussion to explore the goals, scope, and components of a revitalised *Shop Parkes* program, including gift cards, digital presence, event activations, coordination models, and shopfront revitalisation.
2. Considers the merits of progressing the initiative and discusses potential approaches to delivery.
3. Identifies possible next steps or structures to support continued progress beyond the meeting.

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 DESTINATION REPORT (NOVEMBER MEETING)

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 and activities.

BACKGROUND

The Tourism team continues to deliver key projects aligned with the Parkes Destination Management Plan, focusing on enhancing the visitor experience, promoting the Shire as a destination, and supporting local business through tourism-driven initiatives.

ISSUES AND COMMENTARY

Parkes Visitor Guide Redesign and Refresh

Following the implementation of the new colour scheme as part of the Parkes Signage and Wayfinding Strategy, the long-awaited redesign and refresh of the Parkes Visitor Guide has now commenced after a three-year hiatus. Initial design work is underway, with the updated guide expected to be printed and distributed by early 2026. The refreshed guide will align visually with new town signage and branding, ensuring a consistent destination identity across all visitor touchpoints.

Public Art Refresh – Woolworths Facade

A refresh of the Sean Cassidy artworks located on the Woolworths building façade has recently been undertaken. The project includes a reskin of the existing panels and updated linkages to the interpretive videos that tell the story behind the artwork. This initiative contributes to the continued vibrancy of the CBD and enhances the public art trail experience for both residents and visitors.

Destination Flags, Banners and Billboard Strategy

Development of a coordinated strategy for the destination flags, banners, and the Parkes Gateway billboard is currently underway. The strategy aims to create a transparent and structured vision for promotional display assets across the CBD and key entry points. An audit of the CBD banner locations has been completed to ensure even visual distribution, and a rotational schedule has been implemented to provide balanced exposure for both tourism promotions and major event campaigns throughout the year.

Visitor Centre Data

Walk-in visitation to the Parkes Visitor Information Centre has shown only a minor decrease compared to the same period in 2024, indicating that the opening of the bypass has had limited impact on overall visitation. Encouragingly, merchandise sales and museum ticket entries have both increased during the past six months, demonstrating that visitors who do stop in Parkes are engaging more deeply with local attractions and experiences.

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 minimal risks associated with the projects outlined in this report. Project management processes and internal collaboration ensure that design, production, and installation activities are delivered in accordance with Council's procurement and safety guidelines.

COMMUNITY CONSULTATION

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

7.2 LOCAL ECONOMY REPORT (NOVEMBER MEETING)**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 recent Economic Development activity, including key findings from engagement for the CBD Vibrancy Strategy.
2. Flag if they would like to receive the draft CBD Vibrancy Strategy for review and feedback as an out of session action.

BACKGROUND

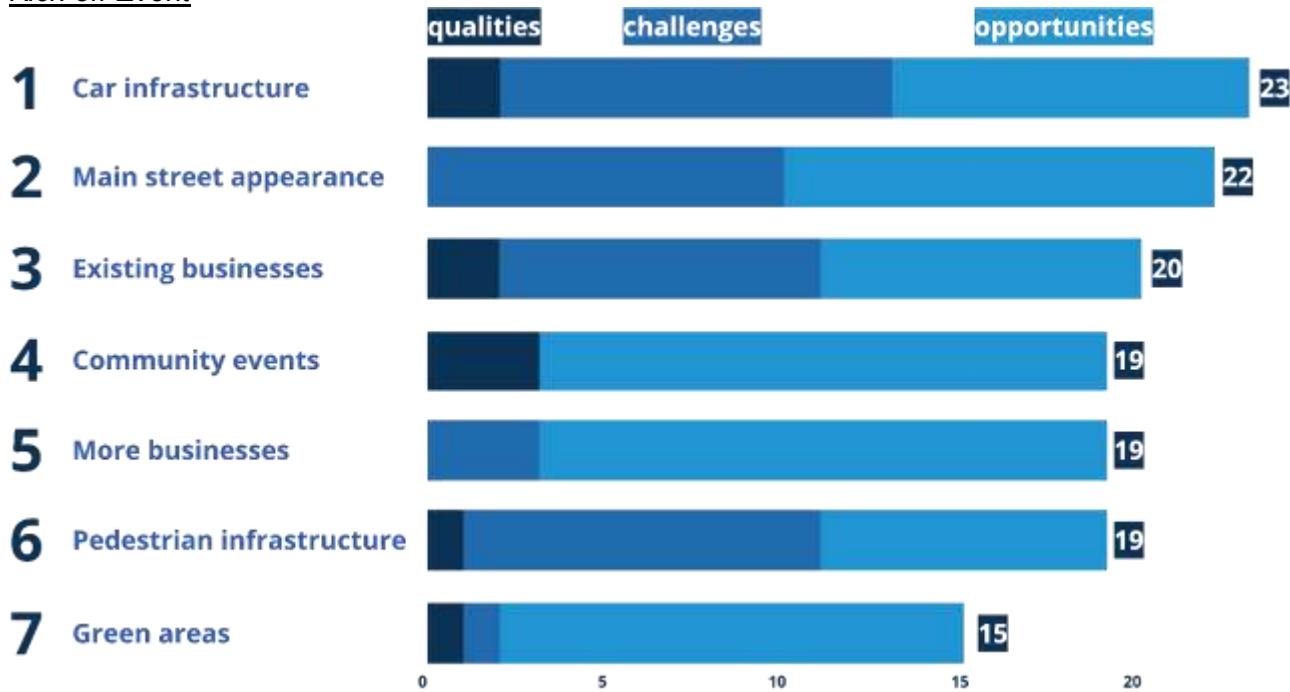
PARKES SHIRE COUNCIL IS CONTINUING ITS WORK IN DELIVERING ECONOMIC DEVELOPMENT OUTCOMES FOR THE REGION, WITH A PARTICULAR FOCUS ON SMALL BUSINESS ENGAGEMENT AND CBD REVITALISATION. THIS UPDATE HIGHLIGHTS RECENT PROGRESS MADE THROUGH THE COMMUNITY IMPROVEMENT DISTRICT (CID) PILOT PROGRAM, PARTICULARLY THE ENGAGEMENT ACTIVITIES UNDERTAKEN TO INFORM THE DEVELOPMENT OF THE UPCOMING CBD VIBRANCY STRATEGY. ISSUES AND COMMENTARY

Shape Your CBD

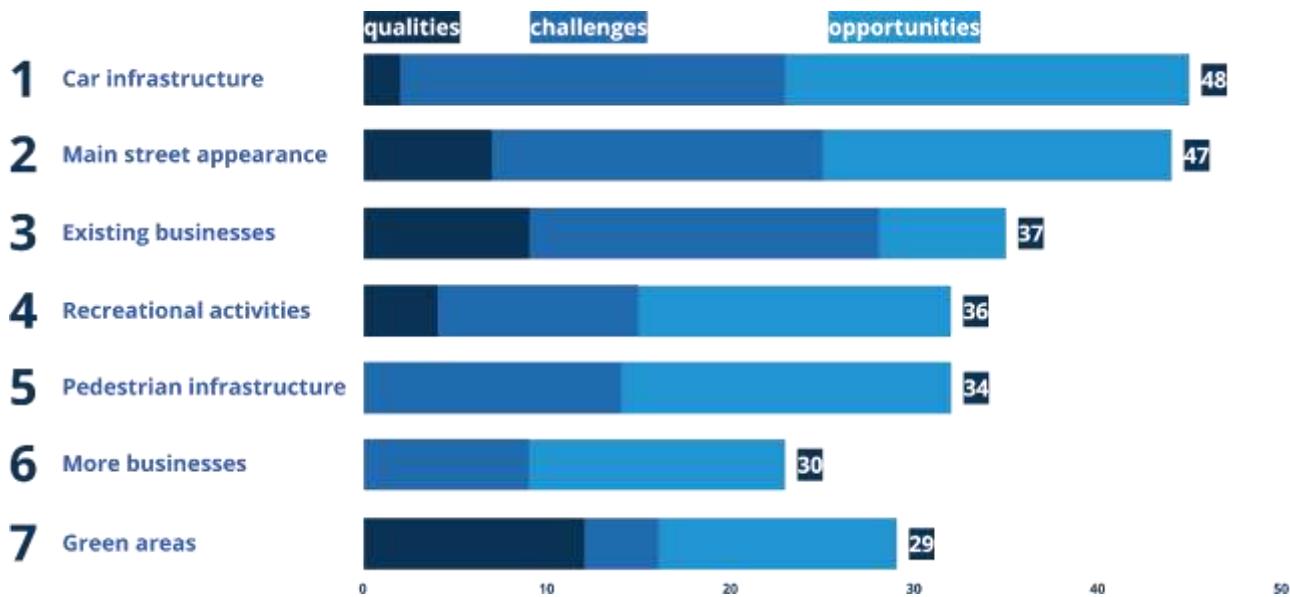
As part of the CID Pilot Program, a range of engagement activities have been conducted to inform the CBD Vibrancy Strategy.

Key Preliminary Findings

Kick-off Event



Strategic Workshops



Key Points

- A balance between a pleasant main street to occupy as a pedestrian and practical for a cars is required.
- Businesses and recreational activities are important for longer stays. Variety, opening hours, and price points are key factors.
- Events play a large role in perception of a vibrant city centre.

Small Business Workshops

Council is delivering a series of free workshops designed to build capability across the local business community. Sessions are tailored to align with feedback from previous engagement, covering topics such as:

- Digital marketing and e-commerce
- Visual merchandising and retail presentation
- Business planning and resilience
- Technology and AI in the workplace

Preliminary indicators of success include (based off first week):

- Attendance rate: Our attendance rate was always expected to be low because of the lack of engagement by businesses in the CID project as a whole. Bookings for marketing and network-based events typically sit in the high 80% while more data driven topics around the 50% mark. Attendance vs booking rates varied between 50% and 75%. 80% attendance vs booking is expected at high end events.
- Participant feedback: Feedback was extensive when prompted in online forms with almost all members waiting to scan QR codes. This reflects the overall very positive responses we have received from our participants. Our presenters have all been given high praise in their content knowledge and delivery and the facilitation of the event met with those standards. More feedback will be sought via an e-mail to all attendees and presenters post event to:
 - Obtain more written information as feedback reminders at events could be improved.
 - Hopefully obtain information from those that did not attend as to the reasons why.
 - Feedback from presenters on how well they felt the event ran for them.
- Diversity of participants: The majority of participants at the event have been female with no more than 2 males attending any event. Main street retailers had a tendency to send more than one staff member to attend. The business sectors were primarily retail however have included some service industries (midwifery) and farming.

A keynote is the satisfaction of individuals post event. Engagement throughout the entirety of all sessions is a compliment to the presenters but also indicates that those attending are truly engaged with the topics. This suggests the event itself is being delivered at an appropriately high level in terms of quality. Improvement therefore needs to sit within the context of the greater market that the event sits within.

These workshops are part of Council's broader economic development focus on capacity building and long-term viability for Parkes' small business community. The program was funded as part of the CID Pilot Program facilitated by Transport for NSW.

Brightening Our Brand

As part of the NSW Government's Community Improvement District (CID) Pilot Program, Council is progressing the *Light Up Parkes: Brightening Our Brand* initiative. A strategic branding and identity project focused on how the Parkes CBD, and by extension the broader Shire, is perceived and expressed.

This initiative goes far beyond designing a logo. While a logo might be the most visible output, it's only the tip of the iceberg. The real focus is on defining Parkes' identity. The tone, personality, and story that make the place recognisable and meaningful. A strong identity helps people understand what Parkes stands for, how it feels to be here, and why it matters. It's about capturing the spirit of the community, not just creating a graphic. By starting with people and their experiences, the

project aims to build a brand that reflects pride, creativity, and connection. Something that businesses, Council, and the community can all use to tell a shared story.

To illustrate the difference: think of Apple. The apple logo is iconic, but it's not what defines the brand. Apple's identity is expressed through its sleek product design, minimalist packaging, consistent use of colour and typography, and the intuitive experience of its stores and devices. That identity tells you what Apple stands for. Innovation, simplicity, and premium quality, even when the logo isn't present. In the same way, Parkes' identity will shape how we communicate, promote, and present ourselves across signage, events, business materials, and Council messaging. It's about creating a consistent personality, not just a consistent look.

To support this work, Council is engaging two key consultative groups:

1. **Councillor Workshop** – A one-off session scheduled for 2 December 2025, designed to capture councillor perspectives as elected representatives of the community. This workshop will focus on identity, what Parkes means and how it should be portrayed, and will provide foundational input into the branding process.
2. **Branding Reference Group** – A light-touch, strategic group that will help guide and test emerging ideas throughout the project. This group is not expected to undertake detailed work, but rather to provide high-level feedback, ensure alignment with local values, and help keep the project grounded in community experience. It will include representatives from Council staff, Councillors, CID (CBD) businesses, and this Committee, participating through one in-person workshop and short online check-ins.

At the time of the meeting an out-of-session communication will have been circulated to seek expressions of interest from Committee members who would like to be involved in the Branding Reference Group. This is a valuable opportunity to help shape how Parkes is represented, not just visually, but through the stories and tone that define our shared identity.

Upcoming Projects and Activities

- *CBD Vibrancy Strategy* – Draft, review, and finalisation.

LEGISLATIVE AND POLICY CONTEXT

This update supports the Council's commitment to local economic development and aligns with Integrated Planning and Reporting (IP&R) objectives.

FINANCIAL IMPLICATIONS

Nil directly from this update.

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.

7.3 LOCAL EVENTS REPORT (NOVEMBER MEETING)

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:	Brendan Shipley, Manager Events & Tourism
Authoriser:	Anthony McGrath, Director Customer, Corporate Services and Economy
Annexures:	Nil

RECOMMENDATION

1. That the committee review the update on the festival's status below as a Major Event for the shire.

BACKGROUND

The Parkes Elvis Festival 2026 is a major cultural celebration that honours Elvis Presley's legacy while delivering substantial economic and community benefits to the region. Drawing thousands of visitors annually, the festival boosts local tourism and business activity through a diverse program of performances, competitions, workshops, and community events. Its success relies on strong stakeholder engagement, including sponsors, local businesses, artists, and government bodies, alongside a strategic marketing plan aimed at maximising audience reach through digital and media channels.

OPERATIONAL EXCELLENCE IS CENTRAL TO THE FESTIVAL'S DELIVERY, ENCOMPASSING LOGISTICS, VENUE MANAGEMENT, LICENSING, AND RISK MITIGATION. COORDINATED EVENT EXECUTION ENSURES SMOOTH SCHEDULING AND STAFFING, WHILE POST-EVENT EVALUATION PROVIDES INSIGHTS FOR FUTURE IMPROVEMENTS. KEY OUTCOMES INCLUDE A VIBRANT AND INCLUSIVE PROGRAM, SECURED PARTNERSHIPS, EFFECTIVE MARKETING, AND A COMPREHENSIVE POST-EVENT REPORT. THE FESTIVAL NOT ONLY ENHANCES REGIONAL TOURISM AND ECONOMIC GROWTH BUT ALSO STRENGTHENS CULTURAL IDENTITY AND COMMUNITY SPIRIT. A WIDE NETWORK OF STAKEHOLDERS FROM VOLUNTEERS, COUNCIL STAFF AND ATTENDEES PLAYS A VITAL ROLE IN SHAPING THE FESTIVAL'S ENDURING SUCCESS. ISSUES AND COMMENTARY

The planning for the Parkes Elvis Festival is now entering a critical phase, with key decisions and coordination efforts ramping up to ensure the event's success. With the 2025 theme "Love Me Tender" guiding the creative direction, organizers are finalizing programming, locking in final performers, and coordinating logistics across accommodation, transport, and infrastructure. This stage is pivotal: vendor contracts, marketing campaigns, and community engagement strategies must be confirmed to meet production timelines and regulatory requirements.

Stakeholder collaboration is essential right now. Local businesses, volunteers, emergency services, and tourism operators are being engaged to align on responsibilities and expectations. Infrastructure planning such as traffic flow, crowd control, and accessibility requires detailed mapping and contingency planning, especially given the anticipated surge in attendance. Promotional materials and media outreach are also being developed to maximize visibility and ticket sales.

With only weeks remaining before final approvals and rollout, any delays or missteps could impact the festival's delivery. This is the moment for decisive action, clear communication, and proactive problem-solving to ensure Parkes is ready to welcome thousands of Elvis fans with the charm, safety, and spectacle they've come to expect.

Regarding the ABBA Festival, the Events team are in discussions with a proponent who is proposing to hold an event in 2026 with the assistance of Council through its grants program.

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 COMMUNITY CONSULTATION REQUIREMENTS FOR COUNCIL ASSOCIATED WITH THIS REPORT COMMUNITY CONSULTATION

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

7.4 LOCAL DESTINATION 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:

1. That Council note the updates provided in this report on current Tourism projects, marketing initiatives and visitor performance outcomes.

BACKGROUND

The Tourism Team continues to implement initiatives that strengthen the Parkes Region visitor economy, enhance the visitor experience and promote our attractions, villages and events to deliver key projects aligned with the Parkes Destination Management Plan 2024-2030.

ISSUES AND COMMENTARY

Parkes Visitor Information Centre Performance – Statistics for 2025 show that visitor traffic reduced slightly by 5%, however museum entry ticket sales increased by 15%, indicating stronger visitor engagement. Retail and Merchandise sales have grown by 52% over five years, with local produce continuing to be a favourite purchase for travellers.

Parkes Visitor Guide Redesign and Refresh – The Parkes Region Visitor Guide project is well underway and currently in the design and content development stage, with publication on track within this financial year.

Henry Parkes Centre Open Day – Planning is underway to host a community ‘Open Day’ in March to promote the complex, increase local awareness of the museums and attractions, and target the visiting friends and family market.

Village Loop Brochure – our latest brochure was introduced in December, this new mapped self-drive guide encourages visitors to explore the Shire’s villages, highlighting classic pubs, cafes, recreational spots, accommodation, the Peak Hill Gold Mine, The Dish, and our farming landscapes and rural settings.

Day Trip Itineraries – A series of regional itineraries are being developed to encourage visitation with overnight stays in Parkes, this initiative is supporting cross-promotion commitments with neighbouring Central West destinations.

CBD Flags and Banners – Post Elvis, the CBD flags and banners have been refreshed with new tourism designs. The Bypass Halo flags have been partially installed due to one of the two flag tracks being faulty, this is now with the manufacturer for assessment and repair.

Digital Marketing – The Visit Parkes Facebook audience is nearing 5,000 followers, with consistent growth supported by more frequent attraction and event content. Engagement levels, including likes and shares, have increased, with regional partners regularly resharing content to broaden exposure across the Central West.

Cycling Projects – The Parkes Cycling event held on 1 November last year attracted over 200 visiting riders, along with their crews and supporters, and with many staying in Parkes for two nights. Attendance was considered strong in comparison to similar regional cycling events.

Planning will commence shortly for the 2026 event, supporting one of the key projects identified in Council's 2030 Destination Management Plan. In addition, another cycling event is coming to Parkes in May, a project of the Royal Far West organisation. Riders will tour 380km across the Forbes, Parkes and Dubbo regions with a stopover in Parkes, registrations are already tracking strongly for this event.

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

Risks are minimal and managed through standard project planning, maintenance and procurement processes.

COMMUNITY CONSULTATION

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

7.5 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.
2. (Optional) Provide any feedback they would like considered in the development of the Elvis Activation Kit for local businesses either through in meeting discussion or out of session communication.

BACKGROUND

PARKES SHIRE COUNCIL CONTINUES TO PROGRESS ITS ECONOMIC DEVELOPMENT PRIORITIES WITH A STRONG FOCUS ON CBD REVITALISATION, BUSINESS CAPABILITY BUILDING, AND STRATEGIC IDENTITY WORK FOR THE PARKES CBD. KEY PROJECTS INCLUDE THE FINALISATION OF THE CBD VIBRANCY STRATEGY, ONGOING WORK UNDER THE *LIGHT UP PARKES: BRIGHTENING OUR BRAND* INITIATIVE, PREPARATION OF AN ELVIS ACTIVATION KIT, AND DEVELOPMENT OF A LONG-TERM ECONOMIC DEVELOPMENT STRATEGY. ISSUES AND COMMENTARY

CBD Vibrancy Strategy – Finalisation Phase

(Previously referred to in reports as *Shape Your CBD*)

The CBD Vibrancy Strategy has now entered its final stages. At the time of this meeting, the final round of public exhibition will have closed. Public feedback has been limited but constructive. Given the depth of engagement undertaken earlier in the CID Pilot Program, we interpret the low volume of submissions as a sign that the draft strategy aligns well with prior engagement outcomes.

Next steps include:

- Incorporating feedback received through the public exhibition period.
- Conducting a final round of grammatical and language refinements (e.g. replacing American terms such as “sidewalk” with Australian terms such as “footpath”).
- Presenting the final Strategy to Council for endorsement.
- Officially releasing the endorsed Strategy as the guiding document for future CBD improvements.

Endorsement through Council ensures that all actions proposed under the Strategy undergo rigorous review, particularly where operational, financial, or regulatory considerations emerge beyond the scope of the strategy itself.

A separate report has been provided to seek the Committee's views on the priority initiatives within the draft Strategy.

Brightening Our Brand – Progress Update

Council continues to advance the *Light Up Parkes: Brightening Our Brand* project, aimed at defining a clear, cohesive identity for Parkes and the CBD. This work focuses on the underlying identity, tone, personality, and story rather than just a visual mark.

The Branding Reference Group has now formally met once, and by the date of this meeting will have met twice. The group has already provided valuable input, helping refine emerging identity directions to ensure they reflect the community's lived experience and aspirations. Their involvement strengthens the authenticity of the final outcome.

It is important to note that this is a consultative group. While their contributions are essential to shaping the identity, endorsement and adoption of the final brand will follow standard Council approval processes.

Elvis Activation Kit – New Initiative

Council has identified an opportunity to better support local businesses during the Elvis Festival by shifting from traditional communications packs to a more practical Activation Kit that helps businesses actively participate and importantly benefit from the event.

Funds from the Community Improvement District Pilot Program funded by Transport for NSW are being utilised to engage Boom Retail, a consultant with strong credentials in visual merchandising and retail sales. Boom Retail delivered one of the highest-rated workshops in our Small Business Workshops program, with at least one local retailer reporting a 30% increase in sales overnight after implementing their advice.

We are currently scoping the kit with Boom Retail. While we have ideas, we are deliberately allowing the consultant's professional expertise to shape the final recommendations. Initial inclusions under consideration include:

- A visually engaging style guide aligned to next year's Elvis theme, with potential supplementary guidance referencing past themes.
- Guidance on breaking down visual themes into modular elements so businesses can participate at any scale ("just the hat", not necessarily the full outfit).
- Store-specific activation options to suit diverse premises sizes, layouts, and sectors.
- Practical display layout suggestions to support impulse sales and visual impact.
- Advice on timing, preparation, and promotion.
- Suggestions for simple, customer-friendly upselling techniques.

The committee should note that in addition to any standard discussion, they have the opportunity to provide feedback in out-of-session communication through the secretary of the meeting.

Activation of Empty Shopfronts

Council is continuing to explore options to improve the presentation and activation potential of empty shopfronts within the CBD. This work recognises the opportunity that vacant window frontage presents for strengthening streetscape appeal, supporting pedestrian experience, and contributing to a more vibrant town centre.

As part of this broader body of work, Council is progressing a trial installation of temporary window treatments on one vacant building. This trial aims to test how visual enhancements can improve continuity along the main street and reduce the impact of inactive tenancies. The project is advancing, noting that installation is subject to landholder approval and design complexities due to size.

The trial represents one of several approaches currently being explored by Council. In addition to this local testing, Council has engaged directly with other local governments to understand their successes and lessons learned in addressing similar empty shopfront challenges. These insights will help inform a more comprehensive, long-term approach for Parkes.

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.

7.6 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 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

Parkes Shire has delivered a strong program of events in the first month of 2026, led by the Parkes Elvis Festival, which continued to attract significant visitation from across the country. This year's festival featured several new activations, including a Family Fun Zone designed to enhance the experience for children and families. We were also pleased to welcome several notable guests to the Shire, including Marcia Hines, Humphrey B. Bear, Bluey and Bingo, along with international Elvis Tribute Artists Jay Dupuis and Louis Brown. Together, these additions contributed to a vibrant and memorable start to the year's events calendar and festival.

Australia Day celebrations were delivered in partnership with the Australia Day Committee and featured a Citizenship Ceremony and Community Awards recognising outstanding community members within our Shire. While some scheduled events were cancelled due to extreme heat, our local villages, including Parkes, provided free pool entry, family-friendly movies and a community barbecue to ensure residents could still come together and enjoy the day.

Forthcoming highlights for the rest of the year include ANZAC Day celebrations, ABBA Festival, Homegrown Markets, Vietnam Veteran's Day, Shire Shows Days, Open Gardens, Remembrance Day, Christmas Parade and Carnival and Christmas Carols. Planning is also underway for events in the remainder of the year, including structured support for community-led initiatives and capacity building across the region.

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.

7.7 ENERGISE PARKES SHIRE

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 structured discussion to explore the goals, scope, and components of a revitalised *Shop Parkes* program, including gift cards, digital presence, event activations, coordination models, and shopfront revitalisation.
2. Considers the merits of progressing the initiative and discusses potential approaches to delivery.
3. Identifies possible next steps or structures to support continued progress beyond the meeting.

BACKGROUND

At the June 2025 Committee meeting, members held an open discussion on the potential revitalisation of the "Shop Parkes" initiative, focusing on how to make Parkes a more vibrant and shopable destination. The conversation explored a range of possible components, including the Why Leave Town gift card program, a digital presence, event-based retail experiences, ownership and coordination models, and ways to address empty shopfronts.

This project has been named "Energise Parkes Shire" as the discussed initiatives extend beyond purchasing.

ISSUES AND COMMENTARY

Where We Left Off:

- General agreement that Parkes needs a more coordinated, visible approach to supporting local businesses.
- Interest in reactivating elements of the Why Leave Town gift card, but uncertainty around who should lead and how it fits into a broader strategy.
- Recognition that a simple relaunch of existing tools (e.g. Facebook page, gift card) may not be sufficient to change consumer behaviour or improve business engagement.
- Acknowledgement of the importance of experience-driven shopping and events to encourage foot traffic.

The project can be broken into multiple distinct categories.

1. Facebook ShopParkes Page

Council has reviewed the previously developed digital playbook that was referenced at the previous meeting. Key observations include:

- The playbook is now over five years old (originally drafted eight years ago) and predates current legal frameworks around account holder responsibility and comment moderation.
- It outlines best-practice components for developing a digital marketing strategy, beginning with establishing clear goals.
- While it notes the importance of posting frequency, it does not consider the resource requirements for sustained engagement or skills required to maintain a coherent brand.
- Encourages the use of processes which are outdated and no longer reflects current algorithm optimisation strategies.
- The document does not include practical templates, workflows, or examples of content development.
- Relies on workload being done by non-specific individuals on top of established workloads as opposed to dedicated and skilled individuals.

The playbook remains a useful foundation for shared understanding but does not resolve current resourcing, strategic, or procedural concerns.

The current status is the reactivation of the Shop Parkes Facebook page remains under consideration. Key constraints include:

- Lack of clear, measurable goals that align with Council's Integrated Planning and Reporting (IP&R) framework.
- Limited resources and potentially skills to sustain high-quality, ongoing content generation and moderation.
- Uncertainty about the long-term viability and value of reactivating the page without strong business ownership or engagement.

2. Gift Card Program

Council has reviewed and updated the Shop Parkes Gift Card program listing on the *Visit Parkes Region* website to ensure it reflects current participating businesses. The program remains active and in circulation, but future promotional direction will depend on broader revitalisation discussions.

3. Empty Shopfronts

A report has been submitted to Council recommending a trial activation of empty storefronts using visual treatments to improve main street appearance. Two distinct concepts have been proposed, both intended to:

- Enhance aesthetic appeal and reduce visual clutter caused by vacant shops.
- Test public appetite and the effectiveness of temporary treatments in improving perception.

This proposal has been approved. The trial will include feedback mechanisms to assess impact and inform further activation efforts.

4. Collaboration Group

Council has explored the potential use of CID Pilot Program funding to support a larger networking-style event aimed at building collaboration between local businesses, the Parkes Business Chamber, and Council.

This initiative could be supported under the CID objectives, provided that:

- It fosters stronger engagement across the business community and other stakeholders;
- It works toward the formation of an independent working group with a mandate to coordinate initiatives such as ShopParkes social media pages;
- It is business-led.

5. Retail Experience and Activation

Improving the in-store and main street experience has emerged as a key theme from the CBD Vibrancy Strategy engagement, with feedback highlighting that people shop not just for goods but for the experience of being in an active, vibrant place.

Some businesses already participate in activations, particularly around large events, while others may not see the value or have capacity to do so. This raises the core question: how do we make activations, events, and retail experiences sustainable and worth investing in for businesses?

Topics for discussion might include:

- What kinds of experiences draw people into shops beyond regular trading?
- Are there seasonal or themed opportunities we could explore together?
- What would make participation easier or more worthwhile for businesses?
- How does the increase in foot traffic translate to sales for all business types?

6. Supporting Both Pedestrian Experience and Vehicle Access

Initial feedback from the CBD Vibrancy Strategy engagement highlighted two distinct experiences that people value in our CBD:

- The desire for a vibrant, walkable environment that invites people to explore the area on foot; and
- The importance of convenient vehicle access, allowing customers to park close to their destination and complete their shopping with ease.

Rather than viewing these as competing needs, there is an opportunity to explore how both can be supported through thoughtful design, planning, and coordination.

How might we create a CBD environment that embraces both experiences, one that welcomes those who want to stay and stroll, as well as those who want to arrive, shop, and go with ease?

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 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: A. 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.

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. Council is now seeking early Committee input on which initiatives may warrant consideration as higher-priority actions for implementation sequencing following Strategy endorsement.

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.

Considerations When Assessing Priorities:

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.


01

Activities for young people

The community has expressed a clear lack of activities for young people in Parkes. Establishing a culture hub at east Dalton Street (see strategy J) would be an opportunity to include young people in the development of the area, creating a hub that reflects their aspirations for youth life and culture in Parkes. These could be initiatives ranging from having more interaction with the theatre, having their own section at the library or even a proper youth center for hanging out after school.


02

Allow crossing Bogan Street from Court Street

Many community members consider the intersection of Bogan Street and Dalton Street a challenge for traffic flow, as it does not allow crossing of the old highway directly. By adding an intersection at Court Street, the traffic flow is split, allowing crossing towards McGees Lane and connecting parked spaces. This will improve access for CBD visitors, while travellers along Henry Parkes Way can continue to use the old seagull intersection.


03

Caravan parking along Bogan Street

While there are multiple caravan parking lots scattered around Parkes, establishing clearly marked caravan parking spaces along Bogan Street on the western side is recommended to make it easier for visitors and caravan owners to stop in the CBD.



A Prioritised traffic flow F Improved wayfinding

04

Clearer parking signage

Parkes already has great parking facilities close to most shops and businesses. The car parks dotted around the CBD as well as the on-street parking on Clarinda Street provide ample opportunity for visitors and locals to park in close proximity to most destinations.

Clearer signage at strategic locations could help visitors navigate the CBD including McGees Lane and Jansen Lane and find the best spot for them. Signage at the Dalton Street/Bushman Street roundabout east of the CBD would also help in this regard, directing visitors towards either Sir Henry Parkes Square or the northern end of the CBD, as well as signage along Bogan Street.


G Multifunctional spaces K The heart of the CBD

05

Close off Clarinda Street for special events

Temporarily closing off Clarinda Street between Bushman Street and Sir Henry Parkes Square for events is an easy way to create a large common area in the heart of the Parkes CBD. Doing so would strengthen the perception of Clarinda Street as a vibrant space at the centre of Parkes as well as allow events and main street businesses to better support each other.


H Greater variety J Dalton St. culture hub

06

Community garden

A way of creating a lasting improvement in the CBD is by facilitating third spaces that local communities feel an ownership towards. A community garden area is an initiative that can engage different age groups in an activity that enhances the ambience of the CBD. Establishing an urban garden managed by young people could also be an active and visual manifestation of the youth making an imprint on the CBD. The community garden could be placed at east Dalton St, supporting the culture hub.




07

Community noticeboard

A community noticeboard can contribute to the dissemination of information on local goings-on, events, local businesses and developments, as well as serve as a platform for communication between residents. Complementing the digital promotion board with a physical counterpart will help anchor this in the town's physical landscape, provide the possibility of serendipitous discoveries and allow visitors to discover local events as well. Placing the noticeboard on the corner of Welcome Street and Dalton Street will help connect Cooke Park and Chamberlain Square to the main street as well.


08

Continuous sidewalk at Chamberlain Square

Extending the Clarinda Street sidewalk across Welcome Street will support Chamberlain Sq. as a destination, improve connectivity and pedestrian access between the northern and southern CBD and emphasise Clarinda Street as the main street. This should be done in a way that allows cars to cross to and from Welcome Street but clearly emphasises pedestrian priority.


09

Decorative lighting

Adding decorative lighting in addition to existing street lights at Clarinda Street can provide a connecting thread that outlines the central main street area – specifically the stretch between Dalton Street and Bushman Street.

Additional lights all year around contributes to an atmosphere that feels safe and cozy after dark, making it more attractive for businesses and restaurants to extend opening hours and visitors to use the street in the evening.



10

K The heart of the CBD

Dining platform upgrade

Although the dining platforms scattered throughout the CBD are already a great asset and appreciated in the community, upgrading their physical appearance, as well opening them up by removing the side walls, will improve their contribution to CBD vibrancy.



11

G Multifunctional spaces

L Connecting south

Events in Cooke Park

Cooke Park and the Pavillion currently provide highly appreciated spaces for community events. Many community members express a desire for more events here, especially noting the need for events in the evening. Putting up a visually striking event calendar that is easily readable would also be a way to cement Cooke Park as a main venue for community events.



12

H Support businesses

Extended opening hours

A large group of customers are only free to visit businesses after hours. Being able to visit a specialty store or café after work can create the basis for a community to gather around local businesses in their free time. This is supported by initiatives such as improved lighting, pedestrian access and temporary use of empty stores, which can increase the activity on the main street at off hours. Initiatives that can help incentivise businesses to keep longer opening hours could bring new life to the CBD.





Facilities for the entire family

As a group, families with children are an important source of activity in the public sphere. And while parents will go to places with facilities for children, they will stay longer and come more often if the place also offers something to them. This can be supported by creating more benches and opening places to buy refreshments at destinations for children, such as Cooke Park.



Front-to-kerb parking on Clarinda Street

Enforcing front-to-kerb parking on Clarinda Street will improve conditions for both cars and pedestrians. Movements become more predictable as traffic no longer stops for every car reversing into a space. Parked cars simply merge out when traffic is clear, resulting in fewer interruptions. Rear overhangs will no longer intrude on sidewalk space, creating more room for accessibility and outdoor activation by cafés and businesses. Vehicle exhaust is also moved away from the footpath, improving air quality for pedestrians. Front-to-kerb parking also enhances pedestrian safety because drivers are always facing the sidewalk when entering or exiting a space.



Improved bus schedule and alternate transport options

Offering additional transport options would increase access for those without a car, supporting the younger and elderly as well as people with disabilities. Increasing the number of bike racks at select locations having for electric bike and scooter charging would aid this.

Additionally, an increased frequency to the current bus service within Parkes as well as to neighbouring towns like Forbes would help bring the town together. Better access from nearby attractions would also support activity inside of the CBD. Weekday bus service to nearby towns would also support visits to events and businesses.



16

B Destination main street

K The heart of the CBD

Improved crossing at Coles/Woolworths

The crossing between Coles and Woolworths is the heart of the main street. By further emphasising the crossing using a visual change in pavement and better lighting, the location can be strengthened as a cohesive meeting place. This will also make it a more pleasant spot to sit and enjoy a refreshment.



17

B Destination main street

Improved disability access on Clarinda Street

A few different points were raised regarding disability access on Clarinda Street during the community consultation. Among them was the angle of the sidewalk itself, which can limit access for some. Ramps providing better access to stores like the Salvation Army and Ochre Health were also requested.



18

A Prioritised traffic flow

Improved disability parking

When changing and improving car parking and traffic flow it is essential to be aware of keeping Parkes accessible for people with all levels of mobility. Multiple community members emphasised the limited availability and policing of disability parking, which is a point of awareness when creating an inclusive CBD.





Prioritised traffic flow

Improved parking at Generosity Church

In order to make better use of the parking lot next to Generosity Church, lines delineating individual parking spots should be drawn up. If the Dalton Street culture hub is implemented, closing off car access from Dalton Street, road surface markings should also indicate traffic flow for motorists accessing the parking lot from the library laneway.



A

Prioritised traffic flow

Improved side lane access

To support unfettered access to the CBD's parking lots while deprioritising car traffic on Clarinda Street, the entrances to McGees Ln. and Jansen Ln. should be improved, providing better throughput and visibility – especially from Court Street, Church Street and Bushman Street.

To support car access to the parking lot on Dalton Street opposite Generosity Church, traffic in both directions along McGees Ln. to/from Court Street should be allowed.



Improved storefronts in collaboration with shop owners

The style and appearance of storefronts does not have to be streamlined or identical, but a coherence in level of maintenance and attention to detail is a great starting point in the visual improvement of the CBD.

A collaborative course of action may be formed in collaboration with the Parkes Chamber of Commerce, with community based initiatives such as an annual storefront competition or various workshops in storefront design and display. This initiative can also be supported by communicating the potential benefit in revenue from improving visual appeal directly to shopowners.



22
H Greater variety

Indoor event center

Parkes has a lack of spaces for indoor recreational activities, such as bowling alleys, arcades and indoor playgrounds. The former Target store could be a possible location for an event center that has the capacity to house such facilities, along with a central location and existing parking spots. An event center could be a main attraction drawing in families with children from many adjacent towns and increasing the amount of visitors to the CBD.


23
A Prioritised traffic flow **F** Improved wayfinding

Maps for wayfinding

More maps around town is a way of supporting coherence in daily routes and routines. Creating signage that indicates distance to various nodes measured in minutes, can make it easier e.g to park in a different location or try a new route that leads people around town in a manner that improves both traffic flow and the experience of a vibrant CBD.


24
H Greater variety

More opportunities for outdoor dining

Many people see the outdoor seating and dining options in the CBD as a key strength. However, the quality and variety of these spaces could be improved. Upgrading the dining platforms with a modified design to have them feel more inviting and connected, rather than enclosed, will help create a more pleasant atmosphere. This approach will enhance conditions for both publicly accessible areas and commercially managed outdoor dining spaces.



25


More trees and greenery

Trees and greenery provide life and shade to a town, and many residents request more. Many streets in the CBD are already lined with trees, but some areas – especially in the southern part of the CBD – could benefit from added trees, bushes and greenery, which will improve air quality, atmosphere and respite from the sun.


26


Move taxi parking

The existing location of the taxi parking contributes to the car-oriented atmosphere of the area around Chamberlain Square. Moving it will help shift the balance towards pedestrian traffic and the area as a destination in itself. Closing off east Dalton Street for car traffic will also demand relocating the taxi parking.

Moving it to the bus stop on Church Street would create a stronger transport hub and provide access to public toilets, but also increase walking distance from the pub. Relocating to Welcome Street would keep this walking distance to a minimum, but provide less efficient traffic flow and pedestrian priority around the square.


27


Movie showings in the old cinema

Many community members lament the closing of the cinema on Dalton Street. While Generosity Church now occupies the premises, the facilities could allow for both functions to coexist in the old building. Movie showings in the evenings would require very limited investment in equipment, and could be run by a community group. Council can support this by approaching church representatives and facilitating meetings with potential cinema volunteers.



28
 G Multifunctional spaces

 K The heart of the CBD

Multifunctional Coles parking lot

The existing Coles parking lot is in many ways a central node in Parkes, acting as both the geographical and traffic flow centre of the CBD. This spacious area has the potential of becoming a multifunctional space that can be used for large community events as well as being a functional parking lot. Having a solution for closing down half of the parking lot on select weekend days, would create an opportunity for local businesses and community members to host markets or similar events.


29
 E Strong cultural identity

Murals displaying history of the land

Murals are a great way of turning urban blank spaces into culturally important pieces of art that represent both local history and history of the land. In practice a group with representatives from community organised groups could be in charge of curating the displays and taking in contributions by local artists or highlighting historically significant buildings and stories.


30
 B Destination main street

 D Main street coherence

New street lamps

The existing street lamps on Clarinda Street are designed with through traffic in mind. Their height and orientation allow for significant spacing, but contribute little to the sense of space in the area. Furthermore, they clearly prioritise car traffic over pedestrians. Less elevated and decorative street lighting would lower the perceived "ceiling" above the street, creating a more welcoming space on the main street.



E Strong cultural identity

31

Preserve historical buildings

Historical buildings such as the old post office and courthouse are appreciated by citizens and serve as important reminders of local heritage. Making sure that they are thoughtfully preserved and even considering them as inspiration when designing future buildings in the surrounding area is a way of both paying homage and uniting visual and cultural identity.


C Improved public transit F Improved wayfinding

32

Public transit wayfinding and information

The Parkes infrastructure is optimised for motorists, and the public transit options that are available can be challenging to navigate. Many are not aware of the location, schedule, price and possibility of using the town buses or taking the train. Wayfinding elements near the train station and bus stops would make it easier for current users to navigate the area and help new or potential users become familiar with the transit system.


B Destination main street L Connecting south

33

Raised pavement on Clarinda Street

Raising the roadway on the central stretch of Clarinda Street from Chamberlain Sq. to Bushman Street can be a way of visually and functionally enhancing the experience of a coherent main street. The raised roadway will also function as a speed bump, helping slow down car traffic. Alternatively, adding a distinct colour or patterned design to the roadway could serve as a visual cue to remind motorists they are entering an area where through traffic is secondary.



B Destination main street
D Main street coherence
34

Remove roundabouts

As it runs through the CBD, Clarinda Street is currently segmented by the two roundabouts on Church Street and Bushman Street. The large infrastructural elements divide the main street visually and interrupt pedestrian flow. Changing them to intersections with more emphasis on pedestrian access will improve the atmosphere and movement of visitors in the CBD centre. Removing the Church Street roundabout will have the biggest impact, as it sits most centrally in the CBD. The Bushman Street roundabout marks the end point of the part of the main street that feels central, and removing it can in turn serve to extend this area.


E Strong cultural identity
G Multifunctional spaces
35

Temporary use of vacant storefronts

The vacant shops in the main street can be activated with temporary uses to help revitalise the appearance of the CBD and provide more activity throughout the day and evening. Allowing temporary exhibitions, workshops, community spaces etc. to use the facilities between rentals will also support community initiatives that might otherwise not be viable. Furthermore, such activities can help revitalise the storefronts, making the stores more attractive for businesses to rent in the long term.

In practice, Council can support this by acting as the mediator between community initiatives and the building owners, brokering mutually beneficial agreements.


H Greater variety
J Dalton St. culture hub
36

Turn Dalton Street between Clarinda Street and Bogan Street into a pedestrian-only zone

Many residents request better facilities for recreational and cultural activities. Closing off Dalton Street, east of Bogan Street, will cement the area as a local centre for activities. The parking space on the corner lot can be halved, extending the open area to a square. The area's status as a space unto itself can be strengthened using visual and green elements, such as murals, pavement decoration and the planting of trees and green pockets. Paving should be changed on the part of Welcome Street that divides Dalton Street from Chamberlain Square, creating a plaza feel between the two pedestrian zones.





Upgrade Clarinda Street sidewalk

Repairing or replacing the pavers in the Clarinda Street sidewalk would improve the experience of walking along the main street for pedestrians, as well as improve accessibility for people with walkers or other walking support. Upgrading the sidewalks is also an opportunity to strengthen the visual and material coherence of the main street in general.



B Destination main street

D Main street coherence

Support businesses

Urban nightlife activation

Creating a safe, diverse, and welcoming evening and night-time environment is an important aspect of creating a vibrant CBD, particularly during summer when cooler evenings make outdoor experiences more appealing. Actions can include hosting themed night markets, live music sessions, pop-up dining experiences and partnering with local venues to extend operating hours. By fostering a mix of cultural, entertainment, and hospitality options, the CBD would become a vibrant destination after dark, supporting community connection and economic growth.



A Prioritised traffic flow

F Improved wayfinding

Visitor Parking Expansion

Parking on Bogan Street can be improved by introducing clearly marked 45 degree angle front-in parking spaces on the Eastern side of the street. This will utilise the old highway better, now that the bypass has taken the burden of through traffic, facilitating smoother movement of visitors into the main street. Converting the existing parallel parking into angle parking increases the number of available spaces for visitors that can be accessed without crossing any roads, while also reducing a need to travel through the core of the CBD, creating a safer environment for both pedestrians and vehicles.



7.9 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. Review and provide feedback on the proposed four-pillar structure outlining the key focus areas of the Economic Development function.
2. Provide input on the priorities, themes and areas of focus that should guide goal-setting within each pillar.

BACKGROUND

Council is currently developing an Economic Development Strategy to guide the long-term direction, priorities and activities of Economic Development. As part of this process, Council is also reviewing how the Economic Development function is structured internally, with the aim of aligning the department's operating structure to its core areas of influence.

The proposed structure simplifies the work of economic development into four key focus areas. These focus areas represent what Economic Development *does*, rather than the goals themselves, and are intended to form the foundation for both internal organisation and strategic planning.

Once the focus areas are agreed, the Strategy will then identify long-term goals and outcomes within each area as well as proposed approaches on how to achieve the goals.

The Committee's feedback is sought to ensure the structure is fit for purpose and that the Strategy's goals align with the needs of the Parkes community, business sector and broader local economy. This will form one part of the community engagement component of building this strategy.

ISSUES AND COMMENTARY

Proposed Pillars of Economic Development

1. Building Resilient Businesses

This focus area covers support for existing businesses in the Parkes Shire. The aim is not to replace the role of business owners or guarantee profitability, but to help create conditions where local businesses are strong, capable, stable and resilient over the long term.

2. New Business and Investment

This focus area relates to attracting new businesses, industries and investment to Parkes. It focuses on growth, expansion, diversification and helping new enterprises establish successfully within the Shire.

3. Liveability and Vibrancy

This area recognises that a strong local economy requires an appealing, functional and liveable community. Improving amenity, vibrancy and resident experience contributes to business attraction, workforce recruitment, community satisfaction and overall economic strength.

4. Planning, Data and Partnership

This area provides the strategic foundation for all other pillars. It captures the work of planning, research, economic intelligence, cross-departmental alignment, partnership development and coordination with regional, state and federal stakeholders.

Strategic Direction

Committee members are invited to raise ideas from specific actions through to broader observations or aspirations. This session is intended to gather the full range of ideas and perspectives. The next stage in the Strategy process will involve combining and synthesising these contributions into higher-level strategic themes that will guide goal-setting within each pillar and ultimately the Strategic Direction of the Economic Development Strategy.

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.

7.10 ECONOMIC DEVELOPMENT PORTFOLIO REVIEW

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:

1. Note the economic development focus areas that support diversification and investment across the Shire outside the Energy from Waste proposal.
2. Discuss opportunities to strengthen Council's role in population attraction, liveability and business resilience as key drivers of economic activity across industrial, agricultural, manufacturing and transport sectors.

BACKGROUND

Council received a request to outline key projects and development streams—beyond the Energy from Waste proposal, that are contributing to economic diversification and investment across the Special Activation Precinct (SAP) and wider Parkes region.

It is important to note that the SAP is a NSW Government-led initiative, including planning, infrastructure delivery and investment facilitation. As such, Council's direct role in SAP project delivery and information is limited.

Council's Economic Development function instead focuses on enabling conditions that make investment, workforce attraction, business resilience and long-term economic growth possible across the whole Shire.

At present, the most significant lever available to Council to support economic diversification is population attraction and retention.

ISSUES AND COMMENTARY

1. Population Growth as the Primary Economic Lever

SAP-related industries including transport, logistics, agribusiness, advanced manufacturing, depend on workforce availability, community services and a functioning local economy. Council's role is to ensure Parkes is a place where workers choose to live, not just commute.

Key current areas of focus across Council contributing to this include:

- **Housing supply expansion**, including new estates and enabling infrastructure
- **Water security and resilience projects** to support future population and industry demand
- **Amenity and town presentation improvements**
- **Liveability and service improvements** across recreation, community infrastructure and accessibility

These whole-of-Council activities underpin the attractiveness of Parkes for new residents, families and skilled professionals.

2. Economic Development's Contribution

Within this broader context, the Economic Development team's primary role is to improve liveability, vibrancy, and the attractiveness of Parkes for residents and workers, which in turn supports:

- workforce attraction and retention
- local business viability
- broader private investment confidence
- retention of spend within the Shire

The CBD Vibrancy Strategy is a key initiative supporting this work. As SAP-related industries expand, the vibrancy and amenity of Parkes will increasingly influence whether incoming workers remain in the community for the long term.

3. How CBD Vibrancy Supports Businesses Across the Shire

While recent Economic Development work has focused on the CBD, the benefits extend well beyond the Main Street. The CBD is the centrepiece of Parkes' liveability and is a primary influence on how prospective residents, workers and families perceive the community.

Improving the vibrancy, amenity and identity of the CBD helps to:

- attract and retain a local workforce, which is critical for industrial, agricultural, manufacturing and transport employers
- grow the permanent population, increasing local demand for goods, services and community infrastructure across the whole Shire
- strengthen business confidence and investment readiness, supporting expansion and diversification outside the CBD
- improve overall lifestyle appeal, giving workers relocating for SAP-related jobs a strong reason to settle permanently in Parkes rather than commute

In this sense, CBD vibrancy is not a "main street project" but a strategic lever for Shire-wide economic development, particularly for businesses operating in industrial and employment areas outside the town centre.

4. Clarity on Council's Role in the SAP

To support transparency:

- Economically significant projects within the SAP are managed by the NSW Government, including land release, infrastructure sequencing, and investment attraction.
- Council supports these activities where requested and provides local insights, advocacy and alignment with community infrastructure and service planning.

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 risks associated with this report.

COMMUNITY CONSULTATION

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

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.
