

**REPORT TITLE: 7.23 ECONOMIC DEVELOPMENT PROGRESS REPORT AS AT 30 APRIL 2021**

**ECM INDEXES:**

**Subject Index: CORPORATE MANAGEMENT: Reporting  
ECONOMIC DEVELOPMENT: Planning**

**Customer Index: NIL**

**Property Index: NIL**

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**APPROVER/S: Graham Price - Director of Development, Planning and Regulatory Services**

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**PURPOSE**

The purpose of this report is to provide information on the progress of Council's Economic Development function and Delivery Program Actions 2017-2021, the Operational Plan and Budget for the 2020-2021 Financial Year and the **Economic Development Strategy 2020-2040 and Action Plan 2020-2025 (EDS and AP)**.

**RECOMMENDATION**

*That Council notes the information contained in this report.*

Moved Cr A Parsons                      Seconded Cr G Frendon

**27.05/21 RESOLUTION**

*That Council notes the information contained in this report.*

A division was called for, voting on which was as follows:

|              |         |
|--------------|---------|
| For          | Against |
| Cr C Sparks  | Nil     |
| Cr G Frendon |         |
| Cr A Parsons |         |

Cr C Price  
Cr S Toms

The division was declared carried by 5 votes to 0.

**CARRIED**

## **REPORT**

### **(a) Background**

Economic Development is one (1) of the five (5) strategic directions of the Glen Innes Severn Community Strategic Plan. This function is part of the Development Planning and Regulatory Services Directorate of Council and is responsible for the delivery of the economic development strategy, programs and initiatives incorporating:

1. Developing business, industry, and investment;
2. Tourism and Events and the Visitor Information Centre;
3. Grants Funding; and
4. The marketing and promotion of Glen Innes Highlands.

### **(b) Discussion**

This report includes statistical data and updates from 1 February 2020 until 30 April 2021 relating to the strategic priority objective of:

*“Facilitate a growing local economy by continuing to support an attractive business climate.”*

This is delivered through the four (4) Delivery Program areas of:

1. Facilitating market and business opportunities;
2. Developing a strong brand for the Glen Innes Highlands;
3. Facilitating business growth and development; and
4. Recognising and supporting the agricultural sector as the most significant local industry in the **Local Government Area (LGA)**.

This is also delivered through the four (4) Economic Development Strategic pillars identified in the Economic Development Strategy, being:

1. Partnerships – Facilitate connection and collaboration between Council, community and relevant partners/associations;
2. People – Improve socio-economic wellbeing and prosperity;
3. Place – Develop and promote local assets to improve liveability; and

4. Prosperity – Improve local economic resilience and facilitate opportunities for growth.

1. **FACILITATE MARKET AND BUSINESS OPPORTUNITIES**

- 1.1 **Economic Development Strategy and Action Plan**

The EDS and AP outline several tasks for the 2020/2021 Financial Year including:

- 1.1.1 **GROW GLEN INNES THINK TANK (GGITT)**

Task: Establish a GGITT group consisting of locals willing to volunteer their time, knowledge and expertise in assisting Council to deliver ideas, options, projects to achieve community objectives.

Progress: GGITT was launched on 31 March 2020 with a local social media campaign which reached 5,423 people; an email campaign to 1,305 recipients with a 43% open rate; radio interviews with 2CBD and ABC New England North West; an article on Highlands Business Hub shared to Local Business and community pages. The GGITT was also added to the Glen Innes Highlands/Invest and Council websites.

This resulted in 34 registrations by the end of April with more expected to register with consistent and ongoing promotion.

There are a range of topics which people can register an interest; these include but are not limited to:

- a. Housing Now and in the Future;
- b. Our Next Generation;
- c. Local Jobs Program and Workforce;
- d. Strengthening Liveability for Growth;
- e. Population Mobility, Retention and Attraction;
- f. Agri-Innovation and Diversification; and
- g. Healthcare – Attract, Connect, Stay Community Project.

Council was approached by Dr Catherine Cosgrave with an opportunity for our town to address some of the healthcare challenges we have in the Glen Innes Highlands that impact the rural workforce.

Dr Cosgrave is currently leading a two-year pilot project “Attract, Connect, Stay” which aims to address chronic rural health workforce shortages in small rural towns (population approximately 10K or less), through building community support to create, self-fund and manage a **Rural Health Workforce Coordinator (RHWC)** position.

Glen Innes has been shortlisted and the next step is to bring the community together for a workshop which will be held on 9 June at the Glen Innes Services Club.

There are 35 registrations for the workshop as of 20 May 2021 from a cross-section of healthcare businesses, organisations and operators.

#### 1.1.2 **Framing Strategic Priorities for Incoming Council and Measuring Success**

Task: Utilise the EDS and AP to frame the priorities, integrating it with all other strategic documents and providing a summary document to utilise in the training, education and priority setting of an incoming Council, as well as to assist the community in measuring Council's success.

Progress: Discussions with key staff have commenced with advice provided in relation to the Integrated Planning and Reporting approach for the next Delivery Program and Community Strategic Plan.

#### 1.1.3 **Local Jobs and Skills Gaps and Workforce Attraction and Retention Strategy**

Task: Commission and complete research into Local Jobs and Skills gaps to determine the challenges, gaps and future workforce opportunities via **Regional Australian Institute (RAI)**. Commission and deliver a Workforce Attraction Strategy via RAI.

Progress: There are several phases to this project including:

1. Project Kick off – completed;
2. Initial Data Assessment – completed (**Annexure A**);  
The summary of issues includes:
  - a. Attracting and retaining population, particularly working age and families;
  - b. Unemployment rates and local job growth;
  - c. Human capital to support future growth areas;
  - d. Supporting business growth; and
  - e. Tap into specialisation in agriculture and tourism.
3. Future Factors – completed (**Annexure B**);  
Five (5) future factors have been identified which are:
  - a. Attracting and retaining population, particularly working age and families;
  - b. Expand local employment opportunities and school to workforce pathways;
  - c. Developing human capital to support future growth areas;
  - d. Supporting business growth; and
  - e. Tap into specialisation in agriculture and tourism.
4. Project Launch – in progress;
5. Labour and Skills Needs Analysis – in progress;
6. Ground truthing Labour and Skills – in progress; and
7. Workforce Attraction and Retention Strategy – in progress.

#### 1.1.4 **Attracting Aged Care Facilities for a Future Ageing Population**

Task: Advocate to attract aged care facilities and services to accommodate our future aging population following establishment of how many are needed to accommodate.

Progress: A **Request for Quotation (RFQ)** was completed for a Housing Assessment and Future Strategy.

This project will enable Council to move forward with establishing the needs for further aged care facilities, other housing needs and contribute towards improving liveability, attraction of population and investment.

### 1.1.5 “Things-to-do” Grant Funding

Task: Continually seek grant funding and investment to improve ‘things to do’ to improve liveability and attract more families.

Progress: There are several initiatives in development that are aligned with this task and the draft Destination Management Plan. The following are the current priorities:

- Escape Rooms – Mystery Rooms were appointed following the successful grant approval. A venue has been established with lease agreements being negotiated directly with Mystery Rooms and the owner. It is estimated that the new business will be opened in October or November of 2021.
- Regional Powerhouse Museum – An RFQ was completed for a proposal to develop a business case. Two (2) proposals were received and Regional Development Australia – Northern Inland were the successful quotation.
- Self-guided Cycling Routes – Council has appointed two wheeltours to research, establish and provide information for six (6) designated cycling routes to be utilised by locals and cycle enthusiasts.

This project is a focus due to the Destination Management Plan recommendations and with a future view of the New England Rail Trail commencing when, and if funding is secured.

- **New England Rail Trail (NERT)** – Grant applications have been submitted by Council and Armidale Regional Council for the construction of the NERT.

### 1.2 Destination Management Plan

A report was provided at the March 25, 2021 Ordinary Council Meeting for Council to endorse the Draft Destination Management Plan 2021 – 2026 and the Destination Management Plan Background Analysis Report 2021 for public exhibition.

A presentation was provided by Council staff and the appointed consultant, Jenny Rand on 14 April 2021 at the Glen Innes Services Club with over 30 participants attending.

Four (4) public submissions were received by the closing date. These submissions are currently being reviewed and the final Destination Management Plan Summary and Background Analysis Report is currently being amended and finalised.

### **1.3 Community and Tourism Product Development**

#### **1.3.1 New England High Country (NEHC) Soundtrails**

This is a project to develop four (4) new Soundtrails and a promotional campaign to enhance and promote nature-based tourism experiences in the NEHC. This is a fully funded grant project.

In April 2021, the stories for the four (4) new Soundtrails were delivered to Council by Soundtrails for feedback. The project will be completed by the end of September 2021.

#### **1.3.2 Motor Sports Complex**

Council is collaborating with the local Glen Innes Motor Sports Club to develop the idea of building a motor-sports complex.

### **2. DEVELOP A STRONG BRAND FOR GLEN INNES HIGHLANDS**

#### **2.1 Glen Innes Highlands Local Area**

The **Glen Innes Highlands (GIH)** website is the main information platform to drive marketing activity to, and the key source of information on Glen Innes Highlands as a place to VISIT, LIVE, INVEST.

During the period February 2021 to April 2021 ongoing improvements to the website including improvement to content, user experience and functionality were undertaken.

These included:

- **Accommodation Listings** – in December 2020, the web developer was briefed to incorporate **Australian Tourism Data Warehouse (ATDW)** for our accommodations listing page. This will ensure accurate information is available through our website and re-enforce the ATDW as the one source of information for tourism operators;
- **Advertising Functionality** – in January 2021, the functionality was developed for testing which is ongoing. The expected launch is in the fourth quarter of 2020-2021. This will enhance our GIH advertising prospectus, creating more opportunity for local businesses to be promoted through our digital platforms;
- **Google Analytics (GA) Review** – The review of the GIH GA account was completed in February 2021 and recommendations were provided to enhance efficiencies with reporting on the GIH website and marketing campaigns;

- **Search Engine Optimisation (SEO)** – SEO indicators for the website were to be reviewed however this project is now on hold given current workload and priorities; and
- **Updating Content** – This is an ongoing project to ensure changes in our community offering, across Visit, Live and Invest, are accurate.

Promotion of the GIH brand includes:

- The development of a new GIH Visitor Guide which will be delivered by the end of 2020-2021. This new visitor guide will provide an opportunity for local businesses to advertise in the printed version and/or online on the GIH website.
- “Would you rather” VISIT and LIVE digital marketing campaign continues. A brief has been provided to produce two (2) new promotional videos being ‘arts, community and culture’ and ‘food and shopping experience’.
- “Where you’d rather be” LIVE and INVEST campaign was completed in February 2021 with a 60 second television commercial airing across the WIN Network and Sky News Channels in the Northern Rivers and Regional Queensland regions from 27 February 2021 until 31 March 2021.

The video can be viewed here:

<https://www.youtube.com/watch?v=vNMxPUkviao>.

This campaign is grant funded through the Bushfire Community Resilience and Recovery Fund.

Production is underway for the INVEST in Glen Innes Highlands 60 second video that will be promoted in May 2021 targeting investors, business, innovators, and start-up businesses.

- Glen Innes Highlands Social Media saw a significant increase in impressions up 238.2% and engagement up 730.4% from the previous period across Facebook and Instagram, largely due to the launch of the ‘Where you’d rather be’ campaign in April 2021.

An impression is counted as the number of times an instance of an ad is on screen for the first time.

Facebook engagement is the action that people take on your Facebook Page. The most common are likes, comments and shares.



## **2.2 New England High Country Regional Brand**

The **New England High Country (NEHC) Marketing Program** continues with programs targeting interest groups, including Motorcycle, Recreational Vehicles and Car Clubs. Glen Innes is the lead on Council delivering the Car Clubs campaign which will be launched by June 2021. Inverell is leading the RV campaign and Armidale is leading the Motorcycles campaign in partnership with Emprise Group.

The NEHC Visitor Guide Map was printed in March and is now freely available at the Glen Innes Visitor Information Centre, this map is now an essential resource for visitors in the absence of Cartescope's free region maps.

## **2.3 Visitor Information Centre (VIC)**

The VIC continues servicing the local visitor economy and supporting local business product and produce.

The period from February 2021 until April 2021 saw an increase in visitor numbers by 126.5% from the previous period with a total of 4,024 visitors recorded. The largest portion of visitors originated from New South Wales at 1,520, followed by Queensland at 1,095, and residents at 588.

The recorded number of enquires increased with a total of 2,062 enquiries received for the period.

Retail sales for the period saw a positive increase with a total of \$38,123 up almost 120% from the previous period total \$31,858.

## **2.4 Events, Festivals and Shows**

The following is an overview of the key Council led events and other events supported through Government funding.

The **Glen Innes Agricultural Show** was held from 12 until 14 February 2021 at the Glen Innes Showgrounds with the inclusion of GIH gift cards for people who purchased memberships from the Show Society.

**Minerama Fossicking, Gem and Jewellery Show** was held from 12 until 14 March 2021 at the Glen Innes Showgrounds and was a great success. The event debrief is now in progress.

The **Australian Celtic FRINGE Festival** was held on 1 and 2 May 2021 at the Centennial Parklands. Given the proximity of the report end date and the Festival we can report in advance that there were 2,095 tickets sold for the entertainment concerts and 127 tickets sold for Friday night at the Chapel Theatre.

**Glenfest** was held from 1 until 16 March 2021 at various local venues with a series of concerts and activities. The event attracted 36 visitors who utilised local accommodation and hospitality venues as well as exploring local shops.

The **Walk of Light** was held in the town parklands between 6 February and 13 March 2021. The number of people employed or engaged in the program was 20 and the activation attracted over 4,000 visitors.

### **3. FACILITATE GROWTH AND SUPPORT BUSINESS DEVELOPMENT**

#### **3.1 Centennial Parklands Concept Masterplan**

Following the delivery of the concept design, Council requested a detailed costing from a Quantity Surveyor of the project which is currently in progress. This will enable the project to be ‘shovel-ready’ in order to apply for future funding opportunities.

“The Croft” has been opened successfully in Crofters Cottage just prior to the Australian Celtic Fringe Festival with an aim of *“We aim to bring a little bit of the Celts into people’s everyday lives by providing Celtic inspired events and food alongside beloved cafe classics.”*

The proposed Skywalk is part of the master concept plan designed to improve utilisation and attraction of the parklands and showcase Celtic and Ngoorabul connections and culture. The project has been awarded \$2M funding under the Public Spaces Legacy Program (refer to the separate report in this Business Paper).

The Brandubh interactive Celtic strategy game has been installed and the Human Sundial is due for installation by the end of June 2021. Both projects are funded under the Federal Government Bushfire Grant Funding and from funding provided by the Australian Standing Stones Management Board.

#### **3.2 Local Business Development and Training Opportunities**

##### **3.2.1 Glen Innes Highlands Business and Community Hub**

This project will create a central co-working space which provides expert support, connections and a community for start-ups and entrepreneurs to grow and scale their business.

This is a key initiative from the new EDS and AP. An application for funding has been submitted to the BLER Fund. The funding would enable the fit-out for a suitable training facility to run workshops and programs, as well as enabling the attraction of more conferences and business events.

### 3.2.2 Highlands Hub – Business (Digital)

This was launched in April 2020 to address the estimated \$200M leakage of business from the local economy. There are now 87 businesses and 128 users registered. View the platform here: <https://highlandshub-business.localised.com.au/>

Council is also in discussions with UNE Smart Region Incubator and The Exchange (Co-working space in Dubbo) in seeking future collaboration opportunities.

### 3.2.3 Tourism Packages and Itinerary Planner

This is a new and innovative web-based system that will provide a seamless end-to-end experience for discovery, planning and booking trips for Regional Australia.

The final proposal and business case are completed and an application for funding has been submitted to the BLER Fund on 28 January 2021.

## GRANTS AND FUNDING

This quarter has been a busy and successful period. Required reporting was completed for Australian and NSW Government funded streams including:

- **DRFA** Bushfire Recovery Exceptional Assistance Immediate Support Package (Bushfire Recovery Funding);
- Bushfire Community Resilience and Recovery Fund Phase 2 (BCRRF), Regional Tourism Bushfire Recovery (RTBR); and
- Bushfire Community Resilience and Economic Recovery Fund (BCRERF) and Festival of Place Summer Fund.

During this period Council was successful with six (6) grant applications approved:

- Fixing Country Bridges (FCB) Round One – Five (5) Bridges in total. Shannon Vale Road bridge over Mann River, Mt Mitchell bridge over Yarrow Creek, Wentworth Street bridge over Rocky Ponds Creek and Furracabad Road over Furracabad Creek (\$4,430,600);
- NSW Public Spaces Legacy Fund – Centennial Parklands Skywalk (\$2M);
- Regional NSW Planning Portal Grant (\$50K);
- The Festival of Place – Summer Fund – Walk of Light event (\$10K);  
Foundation for Rural and Regional Renewal (FRRR) – Strengthening Rural Communities – Wyaliba Rises Sustainable Community Music Events Program (\$9,762); and
- Regional NSW – Summer Break Activities – Glen Innes and Emmaville Swimming Pools (\$2,876).

The monthly 'Bid Blast online newsletter informing committees, community groups, businesses, Council, not-for-profits, and individuals of potential funding opportunities through grants and programs was compiled and published each month during this period.

The following table provides a summary of grant information for the year to date compared to the past three (3) years:

| <b>GRANTS – FINANCIAL YEAR SUMMARY</b> |                     |                    |                     |                    |
|--|---------------------|--------------------|---------------------|--------------------|
| <b>Description</b>                     | <b>2020-2021</b>    | <b>2019-2020</b>   | <b>2018-2019</b>    | <b>2017-2018</b>   |
| Number of Grants Approved              | 15                  | 11                 | 29                  | 12                 |
| <b>Total</b>                           | <b>\$11,138,693</b> | <b>\$4,504,252</b> | <b>\$11,005,216</b> | <b>\$1,051,535</b> |
| Number of Unsuccessful Grants          | 4                   | 4                  | 6                   | No data available  |
| <b>Total</b>                           | <b>\$4,656,548</b>  | <b>\$1,880,691</b> | <b>\$1,837,753</b>  |                    |

Table 1.1 – Grants Financial Year Summary

The following table provides a summary of the grant applications approved, and the value of the grant, for 2020/2021 year to date:

| <b>GRANTS – DETAILS AND VALUE OF GRANTS APPROVED</b>  |                       |
|---|-----------------------|
| <b>Grant Description</b>  | <b>Value of Grant</b> |
| Regional Tourism Bushfire Recovery Grant (RTBR) – Stream 2 – Escape Rooms.  | \$145,000             |
| Regional Tourism Bushfire Recovery Grant (RTBR) – Stream 2 – National Park Soundtrails – Joint application with New England High Country (NEHC).<br>\$248,680 total application - \$120K promotional programme allocation to be led by GIS. | \$120,000             |
| Regional Tourism Bushfire Recovery Grant (RTBR) – Stream 2 – ACF and Minerama Events – Joint application with Destination Network Country and Outback (DNCO).   | \$20,000              |
| Regional Tourism Bushfire Recovery Grant (RTBR) – Stream 1- Application 1012 – GlenRock.  | \$20,000              |
| Regional Tourism Bushfire Recovery Grant (RTBR) – Stream 1- Application 1012 – GlenFest.  | \$10,000              |
| NSW Safer Roads/Federal Black Spot program – 3 Projects within the LGA (Bald Nob Road Approved).  | \$398,500             |
| Fixing Local Roads - Round 1 - NSW Government - Furracabad Road Project.  | \$900,000             |

| <b>GRANTS – DETAILS AND VALUE OF GRANTS APPROVED</b>  |                       |
|---|-----------------------|
| <b>Grant Description</b>  | <b>Value of Grant</b> |
| Bridges Renewal Program (BRP) Round 5 and Heavy Vehicle Safety and Productivity Program (HVSPP) – Yarrow Creek Bridge Renewal.  | \$472,500             |
| Essential Public Asset Reconstruction Works. Disaster Recovery. Old Grafton Road Bridge at Wyaliba over Mann River.   | \$2,300,000           |
| The Festival of Place – Summer Fund. Walk of Light event.   | \$10,000              |
| Bushfire Community Recovery and Resilience Fund (BCRRF) Phase 2 Stream 1. Wyaliba Anniversary Distraction Event, Fire and Seasons Calendar, Recovery and Resilience Plan and Council-led Community Grants Program.                    | \$250,000             |
| Regional NSW - Summer Break Activities – Glen Innes and Emmaville Swimming Pools.   | \$2,826               |
| Foundation for Rural and Regional Renewal (FRRR) - Strengthening Rural Communities – Wyaliba Rises Sustainable Community Music Events Program.  | \$9,267               |
| Regional NSW Planning Portal Grant.   | \$50,000              |
| Fixing Country Bridges (FCB) Round One. 5 Bridges in total. Shannon Vale Road bridge over Mann River, Mt Mitchell bridge over Yarrow Creek, Wentworth Street bridge over Rocky Ponds Creek and Furracabad Road over Furracabad Creek. | \$4,430,600           |
| NSW Public Spaces Legacy Fund – Centennial Parklands Skywalk, Village park upgrades Deepwater, Emmaville, Glencoe.  | \$2,000,000           |
| Fixing Local Roads Round 2 - OTTA Seal Eight Unsealed Roads. Strathbogie Road, West Furracabad Road, Pinkett Road, Mt Mitchell Road, Maybole Road, Yarraford Road, Ten Mile Road, Tent Hill Road.                                     | \$3,019,278           |
| <b>Total value of grants approved</b>   | <b>\$14,157,971</b>   |

Table 1.2 – Grants Applications Approved 2020-21

The following table provides a summary of the unsuccessful grant applications and the value of the grant, for 2020/2021 year to date:

| <b>GRANTS – DETAILS AND VALUE OF GRANTS UNSUCCESSFUL</b>   |                       |
|--|-----------------------|
| <b>Grant Description</b>   | <b>Value of Grant</b> |
| SW Safer Roads/Federal Black Spot Program – two (2) projects within the LGA.   | \$4,316,548           |
| Business Events Boost Program.   | \$10,000              |
| Bushfire Community Recovery and Resilience Fund (BCRRF) Phase 2 Stream 2. Mental Health Training, Remote Work and Leadership Capacity Building Programs, Mentor Walks and Marketing. | \$300,000             |
| Community Grants Hub – Life Choices Sensory Garden.  | \$30,000              |
| <b>Total value of grants unsuccessful</b>  | <b>\$4,656,548</b>    |

Table 1.3 – Grant Applications Unsuccessful 2020/2021

The following table provides a summary of the grant applications and the value of the grant, currently lodged and pending a decision by the relevant grant funding body:

| <b>GRANTS – LODGED AND PENDING DECISION</b>   |                       |
|---|-----------------------|
| <b>Grant Description</b>  | <b>Value of Grant</b> |
| Restart Investment to Sustain and Expend (Rise) Fund  | \$561,000             |
| Bushfire Local Economic Recovery Fund (BLER) - Tourism Packages and Itinerary Planner.                                      | \$801,190             |
| Bushfire Local Economic Recovery Fund (BLER) - New England Rail Trail Stage 1 - Glen Innes to Ben Lomond.                   | \$8,721,095           |
| Bushfire Local Economic Recovery Fund (BLER) - Highlands Business and Community Hub and Programs.                           | \$616,861             |
| Bushfire Local Economic Recovery Fund (BLER) - Infrastructure Shared Pathways, Carpark and Dumaresq Street Industrial Area. | \$772,720             |
| Bushfire Local Economic Recovery Fund (BLER) - Warwick Twigg Indoor Sports Stadium Upgrades - Stage 2.                      | \$1,000,000           |
| Bushfire Local Economic Recovery Fund (BLER) – Glen Innes Sporting Precinct Skate Park and Aquatic Centre Heat Pump.        | \$550,001             |
| Building Better Regions Fund (BBRF) Round 5 Infrastructure – Highlands Business and Community Hub and Programs.             | \$871,764             |
| Destination NSW Tourism Product Development Fund – Refresh and Renew Fund - Glen Innes Visitor Information Centre Upgrade.  | \$10,000              |
| Reducing Social Isolation for Seniors Grant Program – Life Choices Support Services Sensory Garden.                         | \$47,900              |
| <b>Total value of grant applications lodged and pending decision</b>  | <b>\$13,952,531</b>   |

*Table 1.4 – Grant Applications Lodged and Pending Decision 2020/2021*

**(c) Options**

Nil.

**IMPLICATIONS TO BE ADDRESSED**

**(a) Financial**

Nil.

**(b) Governance/Policy**

Nil.

**(c) Legislative/Statutory**

Nil.

**(d) Risk**

Nil.

**(e) Social**

Nil.

**(f) Environmental**

Nil.

**(g) Economic**

Nil.

**(h) Asset Management**

Nil.

**CONSULTATION**

**(a) External**

Nil.

**(b) Internal**

The information contained in this report has been collected in consultation with various staff members of Council who oversee the respective services that are provided by the Economic Development key function.

**LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)**

This item links to Council's Delivery Program Community Service Action CS 1.2.5: Investigate ways to promote Glen Innes Highlands as a 'tree change' destination.

This item links to Council's Delivery Program Economic Development Action ED 1.1.1: Undertake a review of the current Economic Development Strategy to ensure Council is capitalising on economic development opportunities in the LGA.

This item links to Council's Delivery Program Economic Development Action ED 1.3.1: Provide a well resourced Tourism and Events section, acknowledging the Visitor Information Centre as the vital hub for tourism.

This item links to Council's Delivery Program Economic Development Action ED 1.3.2: Provide an annual budget allocation to promote the visitor economy to the LGA.

This item links to Council's Delivery Program Economic Development Action ED 2.1.1: Adopt an economic development brand.

This item links to Council's Delivery Program Economic Development Action ED 3.1.2: Provide incentives to encourage new business to the LGA and assist existing business to expand.

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 2.2.1: Seek funding opportunities to assist in offsetting annual Operational Plan expenditure.

### **CONCLUSION**

The information contained in this report delivers updates to Council on the key activities undertaken in Council's Economic Development function for the months from 1 February 2021 until 30 April 2021.

### **ATTACHMENTS**

Annexure A     Data Assessment  
Annexure B     Future Factors