



ECONOMIC DEVELOPMENT STRATEGY & ACTION PLAN

Summary of Community Feedback Submissions

March 2021

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2. Introduction

Glen Innes Severn Council is focussed on delivering a new Economic Development Strategy and Action Plan to ensure the town's future is vibrant, prosperous and delivering against community's expectations.

This Place Strategy sets the strategic vision and approach for the community to 2040 and includes a detailed Action Plan from 2020 - 2025. This strategy has been delivered following extremely challenging times for the nation, region and the local government area.

The various phases to developing the strategy and action plan included:

- Phase 1:** Economic Analysis & Research
- Phase 2:** Community and Stakeholder Consultation
- Phase 3:** Strategy Development & Delivery
- Phase 4:** Action Plan Development & Delivery

This report summarises community feedback following the exhibition period of the draft Economic Development Strategy 2020-2040 and Action plan 2020-2025.

EXECUTIVE SUMMARY

VISION
Our place grows from the people that live within it. We connect, engage, nurture and motivate each other for collective prosperity and a vibrant community. We create a place that is the envy of others.

KEY GUIDING PRINCIPLES

- DIVERSIFICATION & SPECIALISATION**
We seek to diversify our local economy by diversifying our dominant industries and supporting specialist industry growth.
- SUSTAINABILITY**
We seek to sustain our local economy for future generations to ensure their wellbeing and prosperity.
- CLIMATE PROTECTION**
We believe the science of climate change and seek to ensure that our impacts are reduced, renewable energy solutions are embraced and utilised and strive to be 100% renewable.
- INNOVATION**
We seek to not only embrace innovation and leverage digital connection but to create it with no fear of failure.
- COLLABORATION**
We believe that Economic Development is everyone's responsibility and that the village can raise the best outcomes just like it can raise a child.
- LIVABILITY**
We make every decision based on the benefit to the community first, and the benefit to visitors second, because we live here.
- NURTURE**
Collectively and individually we nurture our next generation to leverage the legacy whilst evolving towards an even better future with respect of new ideas, ways and means.
- LOCAL PRIDE**
We celebrate our town, villages and hamlets with reflective appreciation of our lifestyle and healthy way of connecting through our lives.

OVERALL STRATEGIC STATEMENT
Our Place Strategy provides a clear pathway to foster local economic growth through an unrelenting focus on:
SOCIO-ECONOMIC WELLBEING.
ATTRACTION AND INNOVATION:
ECONOMIC RESILIENCE & INVESTMENT;
CONNECTION & COLLABORATION.

PLACE STRATEGY

PEOPLE SOCIO-ECONOMIC WELLBEING WORKFORCE ATTRACTION & JOB CREATION LOCAL TRAINING & SKILLS DEVELOP HUMAN CAPITAL	PLACE ATTRACTION & INNOVATION MARKETING & PROMOTION INVESTMENT ATTRACTION ATTRACTING & RETAINING POPULATION
PROSPERITY ECONOMIC RESILIENCE & INVESTMENT DIVERSIFYING AGRICULTURE GROWTH INDUSTRY FOCUS SUPPORTING LOCAL BUSINESS GROWTH & CONNECTION	PARTNERSHIPS CONNECTION & COLLABORATION ADVOCACY & LEADERSHIP CONNECTIVITY FOR GROWTH DEMONSTRATING ECONOMIC LEADERSHIP

3. Summary of Submissions

This report includes information gathered from:

- 8 written submissions;
- 27 Survey Monkey submissions online; and
- 7 detailed submissions.

Total submissions: 42

A summary of the submissions received is provided in the following table:

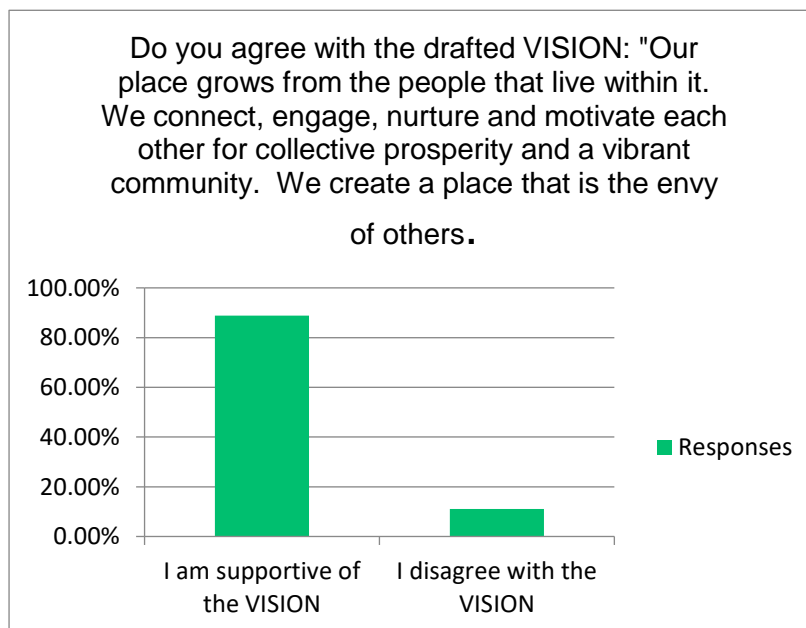
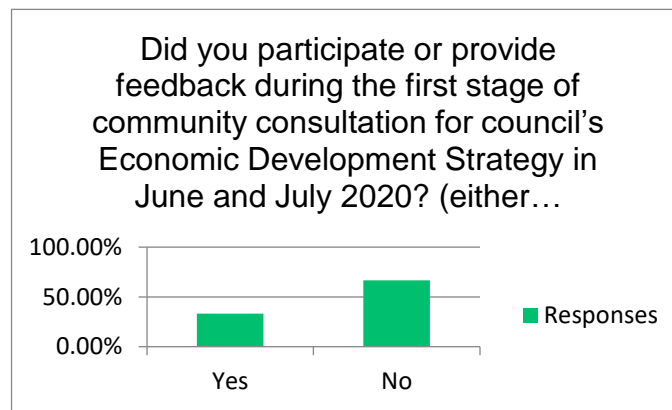
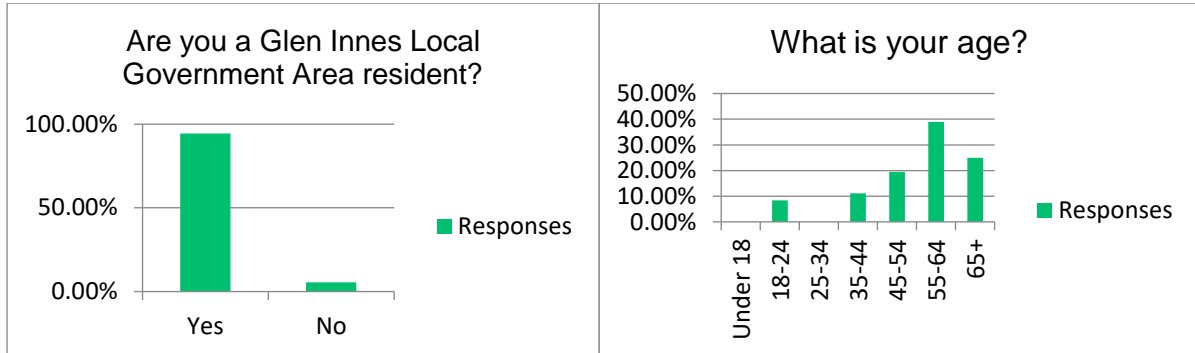
SUBMISSION	DATE RECEIVED
Comments on Draft Place Strategy December 2020 – Marjorie Leggett	2 Feb 2021
Comments on Draft Place Strategy December 2020 – David Goodsir	2 Feb 2021
Comments on Draft Place Strategy December 2020 – Carol Sparks	8 Feb 2021
Comments on Draft Place Strategy December 2020 – Sheryn Nourse	11 Feb 2021
Comments on Draft Place Strategy December 2020 – Mike Norton	12 Feb 2021
Comments on Draft Place Strategy December 2020 – Jocelyn Rales	12 Feb 2021
Comments on Draft Place Strategy December 2020 – Steve Toms	12 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – Badja Sparks	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey - Catherine Rankin	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey - Margaret Anthony	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – Kylie Falconer	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey - Abigail Sparks	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey - Sarah	15 Feb 2021

SUBMISSION	DATE RECEIVED
Comments on Draft Place Strategy – Online Survey Monkey – Sandy FitzGerald	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – John Daniel West	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – Julie Firth	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – Nola Taylor	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – Joe Sparks	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey - Renae McKimm	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey - Pamela Grimes	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – John Smith	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey - James White	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – Dave Stevens	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – Kay Bradshaw	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey - Sharon Phillips	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – Mary Hollingworth	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey - Andrew Mills	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – David Renn	15 Feb 2021

SUBMISSION	DATE RECEIVED
Comments on Draft Place Strategy – Online Survey Monkey – F. Parkyn	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – Susan Graham	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – Laura Wilson	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – Owen Windred	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – John Rhys Jones	15 Feb 2021
Comments on Draft Place Strategy – Online Survey Monkey – Diane Gray	15 Feb 2021
Comments on Draft Place Strategy December 2020 – Bourke St Cross Road link	15 Feb 2021
Comments on Draft Place Strategy December 2020 – Peter Teschner - Business in Glen	15 Feb 2021
Comments on Draft Place Strategy December 2020 - Matthew Grant	15 Feb 2021
Comments on Draft Place Strategy December 2020 – Michael McNamara	15 Feb 2021
Comments on Draft Place Strategy December 2020 – James Gresham	16 Feb 2021
Comments on Draft Place Strategy December 2020 – Josephine Enoch	16 Feb 2021
Comments on Draft Place Strategy December 2020 – Peter Lisberg	18 Feb 2021
Comments on Draft Place Strategy December 2020 – Kim Houghton	18 Feb 2021

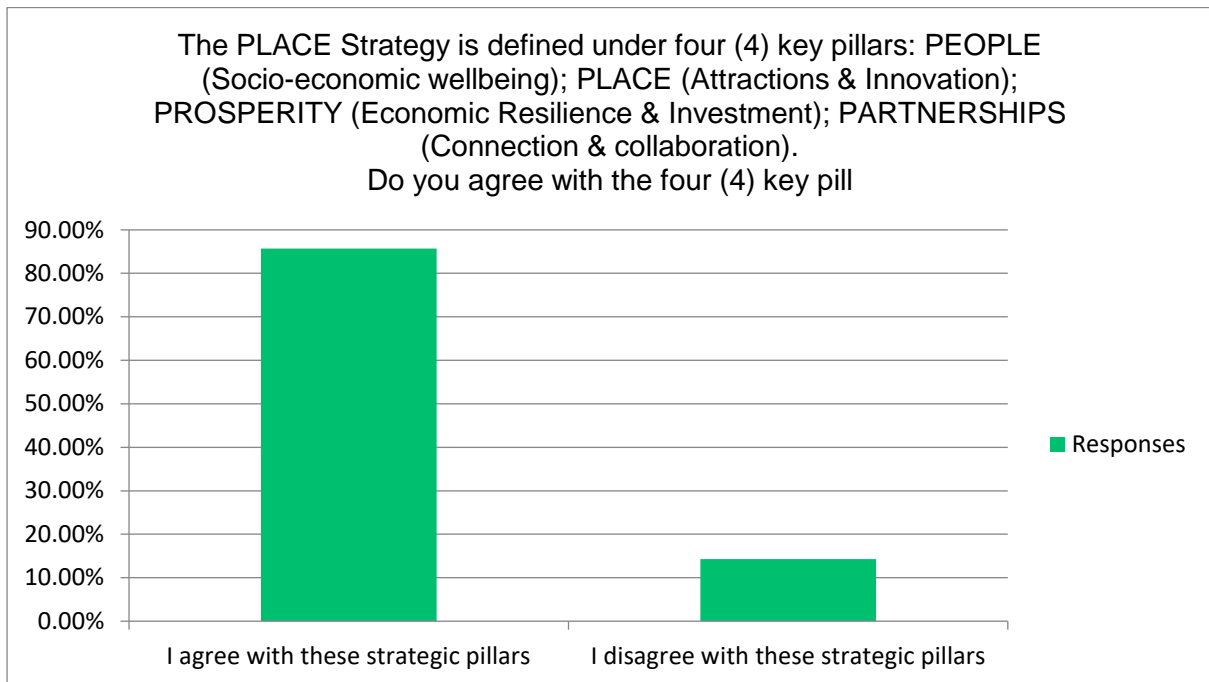
4. Key Findings

The key findings from all the community feedback forms submitted are summarised in the following charts with added narrative where more information and common themes were provided.



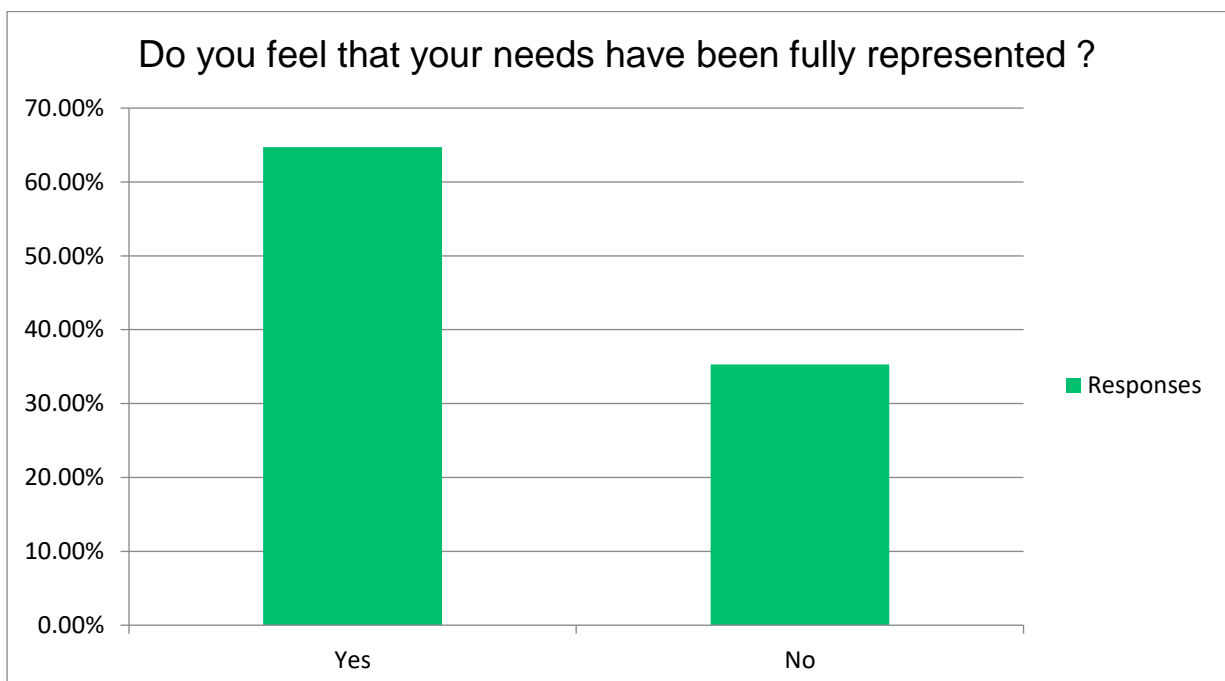
Over 88% of all survey respondents were supportive of the drafted Vision with only 4 people saying they did not agree. This represents overwhelming support for the direction proposed by Council.

The 4 strategic pillars Council put forward have been well received by 86% of respondents, these are People, Place, Prosperity and Partnerships as outlined in the table below:



The table below shows the ratio of percentage of responses that agree and disagreed to the question regarding whether resident needs have been fully represented.

Approximately 35% of respondents did not feel that their needs were fully represented, however it often seemed that only a few of their needs were not met as opposed to all of their needs. Most respondents had all or most of their needs met.

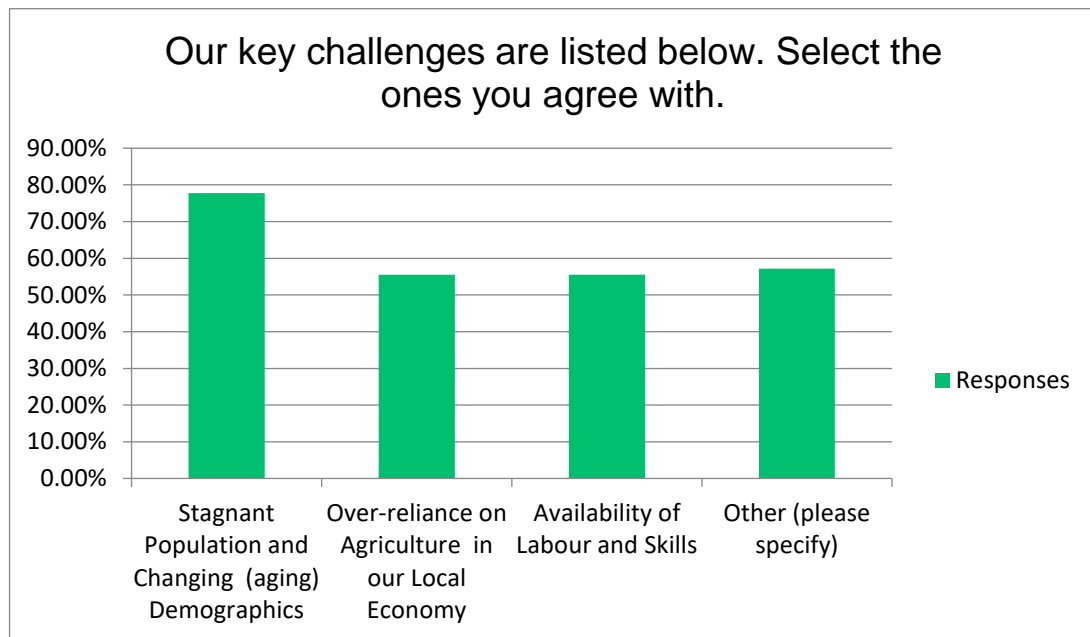


COMMENTS REGARDING REPRESENTATION OF NEEDS INCLUDED:

- *Developing and finding a suitable place for an Art Gallery.*
- *Climate change must be addressed - continue to lobby for better health care - reduce food waste e.g. Food Organics Garden Organics (FOGO).*
- *Need more representation of minority groups LGBTQI and correctional centre families.*
- *Replace "Our place" with Glen Innes Severn Council Local Government Area.*
- *Need more easy direct communication, open the Town Hall with council representatives present - need secure jobs.*
- *Need to emphasize creative arts groups and volunteers and community. Need to turn the old council chambers into a venue and exhibition site for arts. The arts council and all arts clubs are an asset. The parks and garden clubs are an asset. More needs to be made of this as an asset and heritage.*
- *We must focus on Climate change readiness - reduce reuse and recycle. Water fountains and bike paths. Make health a priority. Rail trail needs to be in here as an attraction and for locals wanting health!*
- *The uniqueness and beauty of natural assets trees, rivers, parks, etc are under-represented.*
- *Not enough emphasis on health and adult education as being cornerstones of community*
- *Council support. Funding for infrastructure.*
- *Draft plans mailed out to each rate payer.*
- *Once again, the words seem to paint a community picture but it's the delivery and action that will be important.*
- *Increased medical professionals for the Shire - to be permanently based in all three of Glen Innes, Deepwater and Emmaville.*
- *The report falls short by underestimating how the lack of adult education and medical services is actually impacting residents and potential residents. there is not enough emphasis on these as being crucial barriers for the region.*
- *Attract more retail for main street is a Challenge rather than a Strength the Strength is a main street with ample retail opportunities. Challenge listed as "Perception of lacking Health Care service" is more than a perception, acknowledged by the State gov't attempting to attract more health care professionals, and extreme difficulty in obtaining a local GP - very long waiting lists - more than two years needing to travel to Tenterfield or Inverell are attested. There is scope to attract science-based jobs - the ag research facility, climate science, bushfire and soil science all provide genuine opportunities to explore.*

Art Gallery
 Inclusive of Minority
 Groups
 Climate Change
 More emphasis on
 Health Services
 Permanent health
 professionals
 More space for arts
 More open public
 consultation
 More adult
 education
 Need more retail
 Attract science jobs

The table below shows the percentage of where our residents agreed with key challenges in our Local Government Area:



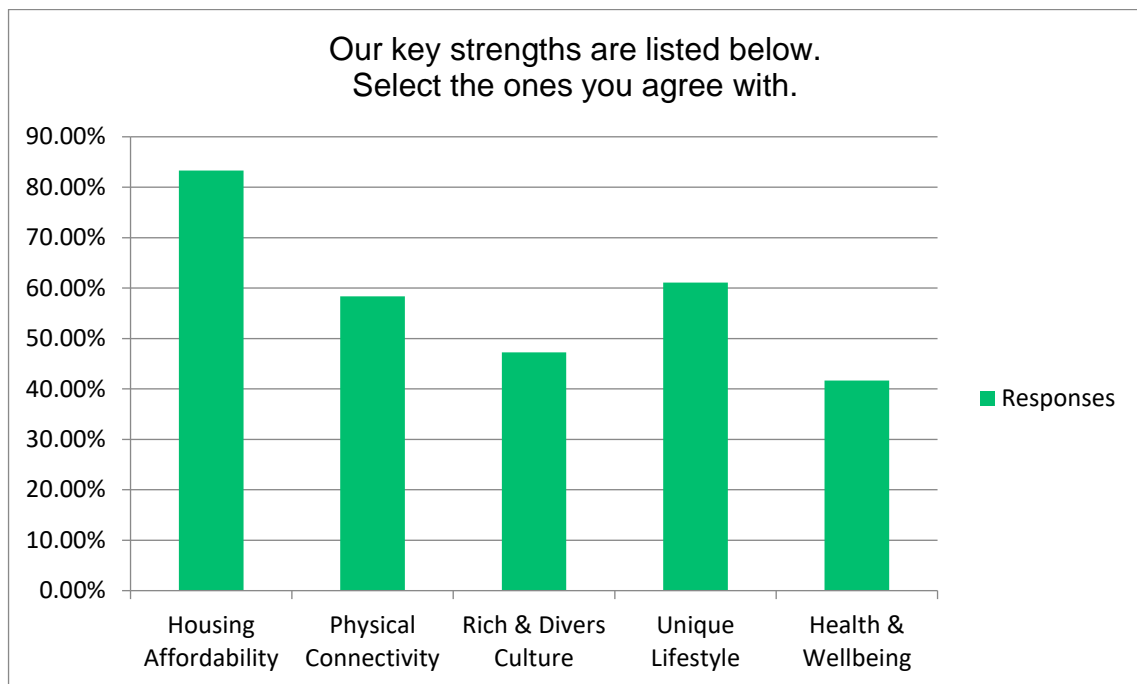
COMMENTS ON KEY CHALLENGES INCLUDED:

- *Make Glen Innes special and unique.*
- *Funding for rail trail.*
- *TAFE to train local people for local jobs e.g., tomato farm, egg farm, golf clubs...identify needs.*
- *Labour and skills availability could be better addressed.*
- *Netball great development - need easier access to town centre - Good jobs will attract good people.*
- *Poor health services. No one wants to live in a town where there's no doctor at the hospital. No physio or scan either.*
- *The forecast that NSW Northern Tablelands average maximum daily temperature is set to rise by over 5°C within twenty years (that's 3°C more than most of the rest of Australia) underlines the reality we all experienced last summer when the average exceeded that. In future, we will have to cope with changes that will severely affect our agricultural output and our lifestyle.*
- *High proportion of the population reliant on government payments as the sole source of income.*

- Poor health services
- Need funding for rail trail
- Local TAFE training
- Warming climate
- High welfare dependency
- Need to be greener town
- Need more community engagement
- More emphasis on Ag sector
- Ageing demographic
- More lifestyle promotion
- Poor public transport

- *Need to get rail trail going. Need to get green waste or other system to make us a green friendly town - we could do this as it is the cultural background of rural people and it's a small town. We need to be aware we are attracting low Socio Economic families and need to cater for them and provide rich experiences to nurture them in community.*
- *There is a lack of quality in food and beverage.*
- *General unwillingness of the community to engage, energy levels are low, ideas and imagination are hard to launch.*
- *Consider a change of mindset in the Strategy to one that views the area's agricultural sector and extensive pastoral landscape as an asset rather than a liability; an opportunity, rather than a challenge.*
- *First heal the toxic system and then realign who 'OUR' represents.*
- *Not enough emphasis on health and adult education as being cornerstones of community.*
- *Lack of council support for industry and infrastructure.*
- *Poor local governance input into local health services.*
- *More businesses.*
- *Inability of people to allow progress of larger chains to come to glen.*
- *Our community appears to be over represented by an aging demographic and thus our retail, health, transport, social and sporting environment is reflective of this. It has been a great outcome from COVID-19 for professional families to realise a country lifestyle like ours here in Glen Innes is a positive option. Let's be more proactive in promoting our unique lifestyle.*
- *Appalling public transport.*
- *We need industry and/or manufacturing to come to Glen Innes; if that happens then the other three challenges are negated. More needs to be done with the airport, for example turn it into a freight hub. We also need trains to return to the line. If trains returned then Glen Innes would have better connectivity to other towns and also would provide a means of transporting water and feed during natural disasters such as fires and drought.*
- *The report falls short by underestimating how the lack of adult education and medical services is actually impacting residents and potential residents. there is not enough emphasis on these as being crucial barriers for the region.*
- *Provision of Remote Services by businesses in Glen Innes Highlands is critically dependent on reliable telecommunications; likewise, EFT for all businesses. ENERGY: Cold climate means lots of energy required - costly from electricity suppliers and woodfires mounts up a bill too;*

The bar graph below shows the percentage of where our residents agreed with the key strengths of our Local Government Area:



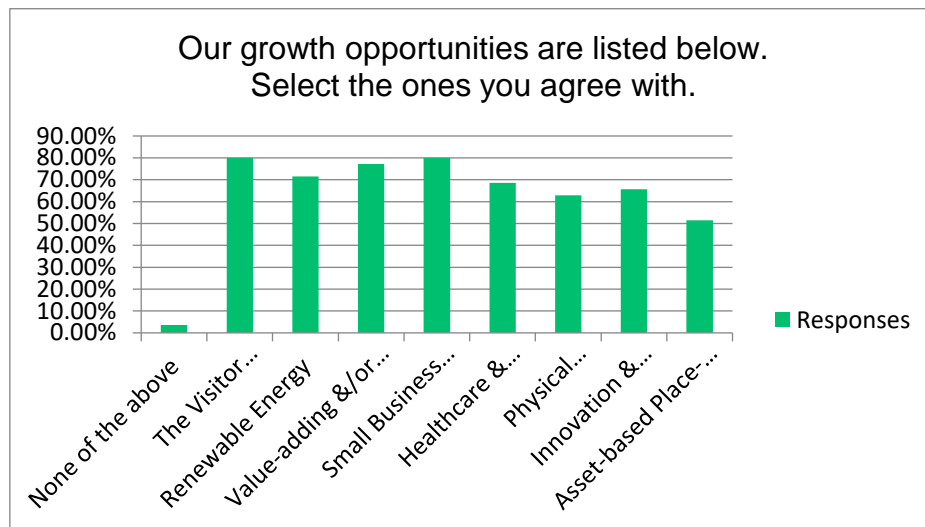
COMMENTS ON KEY STRENGTHS INCLUDED:

- *We have the best showground, climate, arts, council and theatre, parks, heritage buildings...*
- *Potential for rail trail.*
- *Need more cheap housing and healthcare services.*
- *unique lifestyle should be more affordable e.g., kayaking - health and wellbeing need further public courses/info.*
- *Market to major centres like Sydney - Need focus on medical services.*
- *Heritage architecture is not the same as a "rich and diverse" culture which we don't have. WE actually need a much more diversity and cultural richness....at present we have the RSL that can't serve a decent meal or sell a good (i.e., craft) beer. We need to be honest about our strengths and weaknesses.... unique lifestyle?*
- *Perhaps it is covered in unique lifestyle - however Glen Innes is an extremely pretty town - still with original architecture with well-maintained buildings and infrastructure (well, except for the railway station - but it has great potential!!). The surrounding district truly lives up to the New England namesake and provides a unique backdrop to the town.*

Some great assets
 Need funding for rail trail
 Need more diversity
 Attractive town
 Original architecture
 More live music
 Seasonal colours
 More public housing
 Improve public transport
 Hospital upgrade
 All weather pool
 Good rental rates
 Diverse community groups

- *The health could be expanded with an emphasis on being healthy not just reactive. Make it a no-pokies town, make it a plastic bag free town, bring some decent bands to town and get it on the live music circuit NOT RSL a proper good no pub venue. Promote the parks and seasonal colours and amazing gardens. Make sure our trees are valued - plant more all to the North of the sporting fields.*
- *All debatable as to supply, demand and changing circumstances. I am currently unable to pay rates due to economic collapse of adapting to climate damage on my property. Just who are we building for and exactly who will come. What are we seeing destroyed and how can that be reversed? How can we recover and stay safe?*
- *Housing affordability is only relevant whilst there is some vacant housing stock. By encouraging people to move here, rentals will rise pushing locals out of reasonable accommodation. Thought must be given to more Public Housing!*
- *Without a local bus service or train there is substandard physical connectivity with many being physically isolated at home. The lifestyle isn't unique, many rural communities share this lifestyle. The hospital needs to be properly upgraded and more doctors and specialists brought in before health and wellbeing can be added to the list. Additionally, the council pool/swim centre should be upgraded to create year-round access (enclosed and heated) in order to help with residents' health and wellbeing during the colder months.*
- *Housing: not only are purchase prices good, but rentals are also at attractive rates. R&D culture: many opportunities to become a member of local groups - History House, Arts Council, fitness and leisure clubs etc*

The bar graph below shows the percentage of where our residents agreed with the key growth opportunities in our Local Government Area



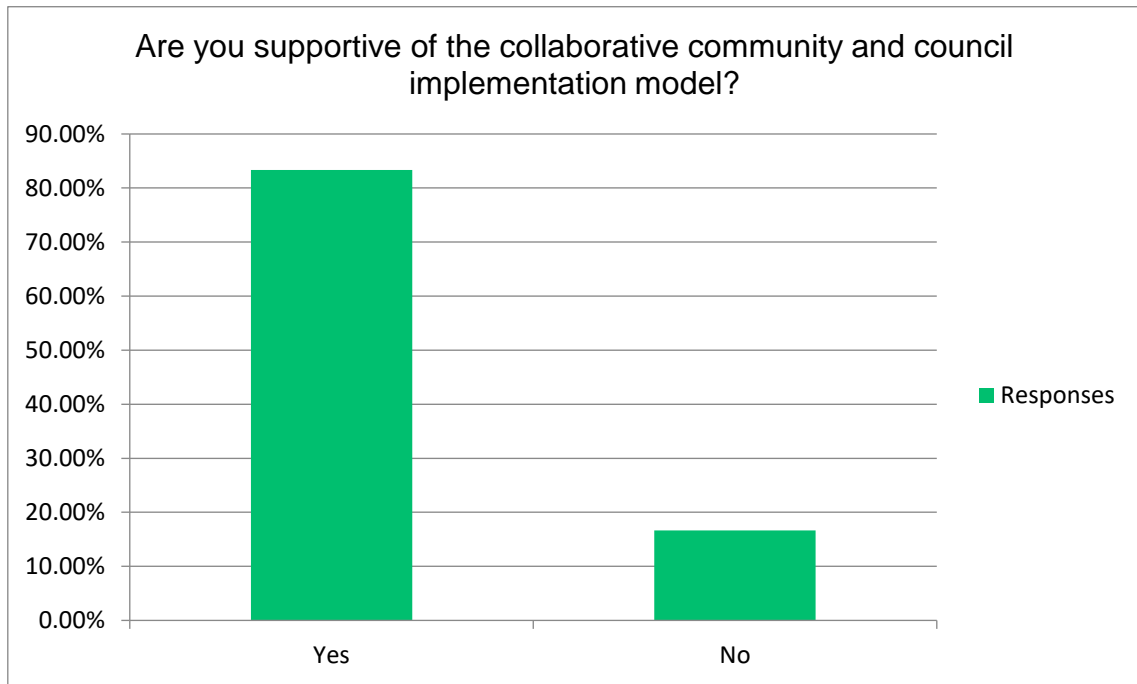
COMMENTS ON GROWTH OPPORTUNITIES INCLUDED:

- *Leverage COVID restrictions (small group travel) - interpretative centre near VIC - Asset: Open skies: night sky viewing, skydiving, hot air ballooning - Green space: trail bike riding, dirt track, motor sports.*
- *Need to fill empty shops, give more reason to shop local, need more medical services, promote more volunteer run initiatives like History House.*
- *The renewable energy is a great tourism opportunity from tours to education programs - no better way to bring change, is to educate people. The windfarm could be a great tourism asset, plus education for schools - bringing school excursions to Glen Innes.*
- *Rail Trail! Small Industry A Green economy. Valuing heritage with innovative business. Looking after and valuing environment and making tree planting a priority - run workshops in trees and bird spotting. Build a bird hide at beardies.*
- *The need of more jobs in Glen Innes. The need for a green waste program in Glen Innes.*
- *Tourism has not served us well; the current decline will see it propped up with the resourcing we need as a community to function and recover. Lobby to return public transport connectivity (greatest asset loss to making of a place) that is a win win win.*

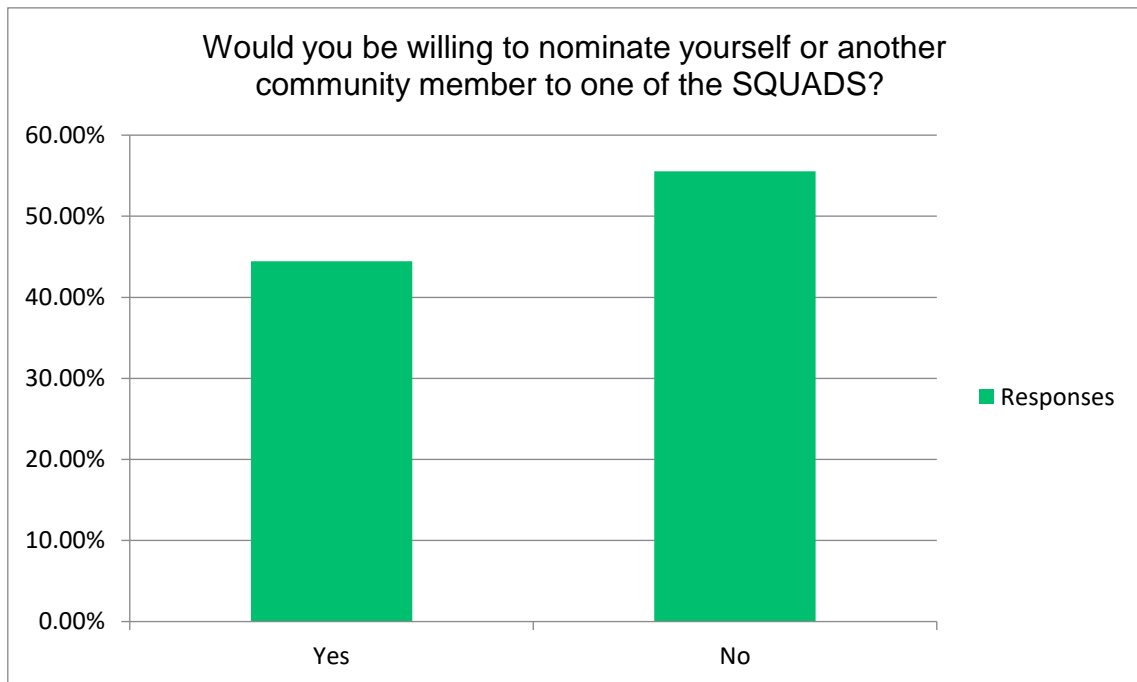
- Fill empty shops
- Sky activities
- More volunteers initiative
- Renewable energy
- Green waste program
- Public Transport
- Health Services
- Adult Education
- More natural bush
- Major Attraction
- More housing
- Re-energise Business Chamber
- Airport freight hub
- Year round pool
- Go solar
- Virtual Shopping

- *Not enough emphasis on health and adult education as being cornerstones of community. Glen Innes would benefit from a closer connection to nature natural bush land as the closest national parks are over an hour away. would it be possible to purchase some natural bush close to town that could be linked with walk cycle ways etc? Perhaps this cost could be supplemented by cooperating with national parks and wild life services or of setting with carbon credits?*
- *Major attraction needed. Sports complex. Motorway/ race circuit.*
- *Rural housing; rural subdivision/lifestyle potential; especially a COVID-19 opportunity*
- *A good starting point would be a co-operative collaborative of key stakeholders working together for promotion of our community- An energised old fashioned effective business chamber surely is important.*
- *Attracting High-End professionals to the town. This will lead to capital city cultural opportunities beyond that offered in Armidale*
- *With the passing of years, the wind turbines will almost certainly degrade and fall into disrepair creating a unsightly blight on the landscape. Do something useful, productive and meaningful with the currently under-utilised airport, e.g. turning it into a freight hub. Run a local bus service for residents. Bring the trains back, scrap the rail-trail idiocy. Make the swim centre a year-round asset.*
- *Nature and environment, wildlife, adult education.*
- *Renewable Energy: Glen Innes could 'go solar' as a town like some other regional towns, a big idea to get every building connected could happen, Indigenous food production opportunities in the niche ag. Carbon 'farming' on the Climate side of things - carbon sinks as investments or businesses.*

The bar graphs below show the percentage of yes/no responses to questions in the Survey:



There is broad support for the “Collaborative community and Council implementation model”, however as seen in chart below less respondents feel like they could be part of the SQUADS. Several respondents also doubted the ability of finding enough willing volunteers to be part of the SQUADS and suggested a small remuneration would help.



WHAT CHALLENGES OR BARRIERS DO YOU SEE IN THE IMPLEMENTATION MODEL?

- *Risk of talkfest and too many captains*
- *Finding volunteers on squad*
- *Getting the right people - have all sections of the community involved*
- *Different focus on ag innovation, improved broadband for working from home*
- *Finding enough people to be involved, could be promoted as an exciting opportunity for change*
- *Ratepayer opposition to unnecessary wasteful expenditure of money. Time. resources*
- *Would be too frustrating as Squads likely to be overrun by Council staff - Challenge to get suitable people on Squads, ED has own agenda -*
- *Glen Innes's views itself thru rose tinted glasses, unable to see its prejudices and unconscious bias. The changes needed to cater to the sophisticated market of the cities in the retail strip for visitors and the town in general to attract new arrivals will be difficult to achieve.*
- *Consensus of opinion always remains a hazard for group decision making, however clear communication and good leadership should alleviate disparity!*
- *This model will need allocated financial resources to make it function. The SQUAD leaders cannot be expected to take on these roles without payment. These roles are akin to Board roles in other organisations. Council staff, similarly, may need additional support for their involvement as well.*
- *It's too wordy - and not dealing with basics like clean water and environmental concerns. Climate change and mental health are our biggest problems but could be made into an asset by tackling and catering to them.*
- *Lack of multi-ideas.*
- *Number of people willing to volunteer for Squads there is a feeling already that community groups are ageing and young people are not getting involved maybe the young blood role in the Squads will rectify this?*
- *Too many druggos here.*

Fill empty shops
 Sky activities
 More volunteers initiative
 Renewable energy
 Green waste program
 Public Transport
 Health Services
 Adult Education
 More natural bush
 Major Attraction
 More housing
 Re-energise Business Chamber
 Airport freight hub
 Year round pool
 Go solar
 People time poor
 Water sports
 Capacity to form SQUADS

- *Given the current economic climate and demands on the time of the district's 'community minded' people, these positions will be difficult to fill, and doubly so when trying to meet the 4 defined characteristics. I would like to respectfully suggest that unless these community sourced squad positions receive some kind of remuneration for their efforts, the potential for Council to achieve its aims will be reduced.*
- *Continuing and making the same flawed roadmap will not raise the new questions that provide answers. As always, the weighting will determine outcomes that suit the hidden agenda.*
- *Council not listening to community members not caring out their promises*
- *Recruiting the right people to see the model through.*
- *Community support, council capabilities.*
- *Need for group cohesiveness; community/council support*
- *Unable to see eye to eye with council. We actually need to get rid of all council. And elect someone and members that stand up for the community.*
- *Local stubbornness*
- *Actions and results rather than reports, consults and more reports.*
- *Lack of Historical Heritage Advisor for the Regions Development since 1788 & first European/British Settlement. One cannot plan for the future without a sound knowledge from whence we came since 1788: How, When and Why.*
- *No public transport. No reference to surrounding natural environment and no reference to fishing - water sports.*
- *Too much virtue-signalling. Too little logic, rationality, and reason. If you want to make proper attainable goals then drop the touchy-feely sections, stick to what can be actually be attained, and listen to the entire community and not just your supporters. Remember that Glen Innes has overwhelmingly a Conservative population so drop the Green/Progressive ideology and narratives as they do not fit this community. Respect the values of others and stop trying to force a particular political ideology and narratives onto the majority.*
- *It is difficult to find people with time to involve themselves adequately to drive the process.*
- *Just because there's a "squad" representing the community doesn't mean it won't get dominated by one personality.*
- *The inability of people to overcome and put aside differences and see tasks through toward greater bipartisan goals. I would like to see it in action and am curious to know exactly how this will be any more innovative than anything else that is currently being done, or if it will continue to be implemented, post council elections.*
- *SQUADS appear daunting; they may be time consuming and potentially frustrating, and unable to be handled (on top of other activities and work) despite a disposition to join - the NO response to Q11 indicates this dilemma.*
- *The implementation model is excellent, the challenge will be keeping the momentum up to stay on task, with the right people in the squads, particularly in light that this is an election year for local government.*

HAVING READ THE ACTION PLAN, WHAT ACTIONS DO YOU DISAGREE WITH?

- *Not sure Glen Innes is ready to commit.*
- *Disagree with "how to" - eg new research into emerging markets: hydro-electricity, drone, market for boom in health care, electric scooters, medicinal marijuana*
- *The entire notion that government can pick winners via unrepresentative rent seekers*
- *Does Council have the right staff resources to deliver the plan? Maybe plan needs to be scaled back*
- *Page 42 - consultation with Stonehenge Trust needs to happen prior to any master plans being developed. This is not Council estate. Page 36- Highlands Hub, needs Council staff to drive adoption and use of the Hub.*
- *I haven't read it fully but feel that there must be less money spent on admin and attracting innovation and more focusing on Education - get programs through TAFE in building, hospitality and health! Make the men's shed a people's shed - make skill sharing part of the program. Rail trail NOW!!!! Rejuvenate the railway station as an asset to assist with tourism.*
- *Council making decisions without working and discussing with community for example that terrible statue on New England Hwy. What a waste of money*
- *A comprehensive undertaking! Nothing to disagree with*
- *Like I said good action plan. But needs to go before the community so they can have their say. Post out to each rate payer.*
- *I don't actually disagree with anything rather question the actual measurable benefits from such the production of such a time-consuming document.*
- *Page 33 - Tourism - 2, 3.2.2 (d) & 3.2.3 (p42) - The NERT proposal needs to be permanently destroyed forever & be replaced by a Heavy-Rail High Speed electrified connection from Tamworth to Brisbane via Warwick & Toowoomba.*
- *The idiotic "rail trail" is included when the vast majority of locals want the train service brought back. This shows just how little communication has been conducted with local people. This immediately negates the "jolly" aims of the document!*
- *I disagree with anything that reflects Green/Progressive ideology as it is the wrong fit for this community.*
- *No initial disagreement, but it is a complex process (by its very nature!) and these tables would be off putting to some.*
- *Not enough emphasis on the region's natural assets in their own rights.*
- *I disagree with everything that appears as though it should be naturally occurring processes, or too heavily reliant on external factors. i.e. "Seek relevant grant funding and opportunities". While I do agree that these things need to be done, and priority needs to be placed upon them, I would hope that some action comes from this action plan, especially in regards to the vision.*

Community readiness

Look for new markets

Council staff resourcing

Lack of communication

Train service vs Rail trail

Less reliance on external funding

Timing important

HAVING READ THE ACTION PLAN, WHAT ACTIONS DO YOU FEEL ARE MISSING THAT COULD BE INCLUDED?

- *I don't disagree with the actions in the context and intention they are written. When they can deliver on in a proactive, timely manner then GI will be a leading region in the New England.*
- *Look 100 years ahead, how to attract people in CBD. Town bypass?*
- *Reduce emissions to 0 by 2050, must include The Climate Emergency Action Plan - Agribusiness, sustainable cattle food; seaweed - more solar on roofs - incentives for water tanks.*
- *Links to infrastructure, broadband, water security, hospitals.*
- *Improve NBN connections from small business, Council to do MOU with Telstra to expediate NBN.*
- *Abandon all this nonsense and make DA consent easier*
- *Plan needs to be scaled back and just make G.I better.*
- *Climate change action and emphasis. More focus on the retail strip, the prism thru which our visitors/potential residents see us. Some things are improving, (the Local, Furry Cow) but way too many job agencies, government and non-Government agency offices. No more lace doily shops! Retail needs to give an experience both individually and collectively. We need a good bakery for a start, not 2 poor ones.*
- *Support for existing agricultural industries. Producers are good at what they do and diversifying may not add value to their business or complement the landscape they are farming in, i.e., match enterprises to land capability.*
- *Climate Action Tree Planting Rail Trail Arts Centre at old Council Chambers Clean air and water and trees as VITAL in all decisions.*
- *Training opportunities where is TAFE in the mix?*
- *Clean up the drugs dealers and growers*
- *I would love to see another action added to the "Connectivity for Growth" Strategy 4.2 (p45 of the Place Strategy). The action could be worded to the effect: "facilitate and lobby for the safe and efficient transport of people, goods and services through the region by leveraging state and federal funding bodies to continue, broaden and expand funding avenues for road and bridge construction and maintenance via programs like Roads to Recovery"*

Town bypass
 Climate emergency action plan
 Improved NBN
 Easier DA consent
 Improve retail offerings
 Training opportunities
 Improvements to roads
 Increase natural bush
 Youth retention/jobs
 Invest attract
 Attract professionals
 More art and culture
 Improve communications
 First nation representation
 Steam train
 Including older residents

- *Glen Innes would benefit from a closer connection to nature natural bush land as the closest national parks are over an hour away. would it be possible to purchase some natural bush close to town that could be linked with walk cycle ways etc? perhaps this cost could be supplemented by cooperating with national parks and wild life services or of setting with carbon credits?*
- *To encourage larger business into Glen Innes creating jobs to stop young teenagers leaving due to limited job opportunities*
- *#1 Attracting High-End professionals from the Capital Cities. #2- Creating High-End Cultural opportunities such as Opera, Ballet, Symphony Orchestras and Art Galleries that that are based in the Town and centred in the North-East Quadrant of the Town - well beyond that provided by the minority-interest Gawura & the good but limited Art Displays in the Council Library, and which regularly attract Capital City cultural aficionados with interests in these areas.*
- *No communication with broader community. Where is the consultation with First Nations Peoples? Supporting Trains Steam or otherwise would bring tourism, engineering opportunities and apprenticeships. Just look at the Puffing Billy and the engineering work for local businesses there. Also, the Lachlan Valley Railway who run tours to Armidale and also earn income completing rail inspection on contract.*
- *Many older residents are not online. How are you getting their feedback? Do they even know about this Action Plan? Are you organising a mail out of the Action Plan so that all residents are connected, included and thus not disenfranchised?*
- *Not enough emphasis on the region's natural assets in their own rights.*
- *Such a comprehensive profile. Missing things will most definitely materialise when activated.*
- *The actions presented are extensive and cover all bases to deliver on the Place Strategy.*

Summary of Detailed Submissions

The more detailed written submissions aligned with the online survey results and included the following points:

1. Leveraging the two (2) highways by creating a cross-roads initiative;
2. Utilising disused assets – Rail Trail and Railway Station plus businesses that can start-up if Rail Trail is delivered;
3. Becoming an 'Adventure Playground' for children to attract families;
4. Capitalise on COVID-19 to drive more businesses online, attract digital businesses and more people through remote working; and
5. More Council support for Economic Development.

Approach of Place-based local economic development comments included:

A sustainable Economic Development approach which “combines two seemingly disparate ideas into a powerful new concept, connecting the environment/climate crisis with the opportunity for large-scale economic prosperity—asserting that the imperative to address the environment/climate crisis offers the greatest economic opportunity of the 21st Century.”

A sector-based workforce development approach that “focuses on industries where new employees are most likely to be hired now and, in the future,”, thereby “creating a strong talent pool for a specific industry”.

Perceived lack of focus on social-capital and it’s potential to for sustainability and prosperity.

Glen Innes’ lack of people, capacity, willingness and strong perceived apathy within the community.

More specific references and initiatives to aboriginal business opportunities and social enterprises e.g. GLENRAC.

More climate change references and initiatives aligned to our declaration of a Climate Emergency’ including community-based and owned sustainable energy solutions.

Asset-based place-making needs to include our natural assets.

Effects of the Fourth Industrial Revolution (4IR) leveraging the integration of cyber and physical fields. The fifth Industrial Revolution (5IR) initiating a new socio-economic era.

Peer Reviews

Peer reviews were received from **Regional Development Australia Northern Inland (RDANI)** and **Regional Australia Institute (RAI)** with the following key observations and recommendations:

RAI comments included:

- 1. Overall, the draft strategy is a great document. Well done on bringing so much together in such a succinct way and have gone beyond the usual economic analysis-driven options for future growth.*
- 2. The Economic Context is summarised well.*
- 3. Overall suggestion is to trim back the scope, rework some of the Council’s role page.*
- 4. The Strategic Framework and Implementation Model are great.*
- 5. The Opportunities for growth summary are very exciting but may look overly ambitious and I think it would be good to split actions into something like ‘major’ and ‘minor’.*
- 6. The list of actions is too long, and it needs to be streamlined around a few major actions that the community and council can clearly achieve.*
- 7. Your metrics are great but suggest splitting the end outcomes out from delivery of outputs that you’ll have more control over.*

RDANI comments included:

1. *Community approach is concerning - Economic development progress is almost always enacted by motivated individuals with a vested interest and skin in the game on a key focused opportunity.*
2. *Agreed with the following statement: "Our strong economic agricultural base is expected to underpin new and emerging industries to create a dynamic regional economy. Diversifying agriculture and supporting agri-business, Agri-tourism as well as attracting skilled labour and professionals through our lifestyle will be an important part of the future."*
3. *Need to also find projects/people from outside also and make it attractive for them to choose Glen Innes to build growth.*
4. *Supportive of embracing innovations but not of the collaboration principle due to lack of interested people/businesses and their potential to stifle change.*
5. *Finding local talent and growth opportunities is just as important as importing it. But it's a long hard road which needs good and rare mentors.*
6. *Agreed that being confident, capable and taking risks is necessary for new ideas to succeed.*

5. Summary

Overall, there has been some robust discussion amongst the forty two (42) submissions to assist Glen Innes Council with finalising the draft strategy. Most respondents are supportive of the Economic Development Strategy and the approach that Council is taking.

There has been a common desire to simplify some of the language and layout which does not deter from the fundamentals of the vision and the main pillars of the strategy.

Also, quite common was the concern that SQUADS could be difficult to form with the numbers of participants required on a voluntary basis. Notwithstanding the usual commentary around whether Council has the resources to follow through, there appears to be a genuine desire to support the strategy into the future.

When asked to rate the draft strategy out of a 5-star rating, the following summary

The final Economic Development Strategy and Action Plan has taken into consideration both rounds of community consultation and incorporated the advice of peer reviews.