



Minutes

Economic Development Committee
Tuesday 6 March 2018
5:00 pm

Item	Agenda
1	Welcome/present/ apologies
2	Confirmation of minutes
3	Presentation by Working Parties
4	Next meeting

ITEM: 1 PRESENT AND APOLOGIES

PRESENT Clr Lesslie, Clr Goodsell, Clr Statham, Clr Ring, Clr Coleman, Clr Smith, Clr Thompson, Clr McAndrew, Rob Swinton, Michael Wilson, Renzo Benedet, Kristie Kearney, Renee Difrancio, Donna White and Kerry Guerin.

APOLOGIES: Clr Goodwin, Rebecca Dalwitz, Johanna Koleda and Rachel Nicoll.

OFFICERS: Graeme Faulkner, Andrew Muir, Andrew Powrie, Ross Gurney, and Melanie Jones (Minutes).

ITEM: 2 CONFIRMATION OF MINUTES FROM THE PREVIOUS MEETING

COMMENTARY

The Minutes of the Economic Development Committee held on 20 November 2017 were adopted at Council's Ordinary Meeting of 27 November 2017 (Minute 17-366).

RECOMMENDATION

THAT the Committee note the adoption of the minutes of the Economic Development Committee held on 20 November 2017 by Council.

MOVED: Clr Smith

SECONDED: Clr AcAndrew

ITEM: 3 PRESENTATIONS BY WORKING PARTIES

SUMMARY

The Working Parties presented Executive Summaries of both the Events Working Party Report and the Tourism Bureau Model Report.

COMMENTARY

The Economic Development Committee would be well aware of the activities of the working parties established to research Tourism Bureau models and Events.

The principal responsibilities of the Tourism Bureau Working Party were to:

1. Research the types of Tourism entities used by local government authorities throughout Australia to determine the most efficient model for the facilitation of tourism services and product development.
2. Determine an appropriate governance and funding structure that allows:

- a. Decision making to be made by those best placed to inform and decide on current tourism issues within the industry.
 - b. Operational funding to be developed independent of government subsidy.
 - c. Identify fixed event or tourism products that may be put forward for consideration by government for funding and/or grant appropriation.
3. Provide a written report to the Economic Development Committee via Council's Administration setting out the Working Party's findings and recommendations within the three month life of the working party.

The principal responsibilities of the Events Working Party were to:

1. Research and identify the motivations of external visitors to attend the annual Lithgow Halloween Festival.
2. Develop a "whole of year" events strategy based on research undertaken to attract external visitors to Lithgow.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

- Budget approved - Nil.
- Cost centre – N/A
- Expended to date - Nil.
- Future potential impact – Nil in relation to the receipt of presentations

LEGAL IMPLICATIONS

Nil

ATTACHMENTS

1. Tourism Model Working Party Report
2. Tourism Events Working Party Report

RECOMMENDATION

THAT

1. The Economic Development Committee thank the members of the Tourism Model Working Party and Tourism Events Working Party for their work and also their presentations.
2. The final reports be noted and be further considered at the next meeting of the Economic Development Committee.

3. Note that the Working Parties delivered their reports on time and within the brief of the Terms of Reference. The Working Parties will now cease to exist.

MOVED: Clr McAndrew

SECONDED: Clr Ring

ITEM: 4 NEXT MEETING

COMMENTARY

It had originally been envisaged that the Economic Development Committee would meet on a bimonthly basis. At the committee's first meeting in November 2017 the committee determined that "the General Manager determine when the next meeting will be held on a needs basis." If the committee is comfortable with this approach it would be envisaged that this flexible meeting frequency continue.

POLICY IMPLICATIONS

NIL

FINANCIAL IMPLICATIONS

- Budget approved – Nil
- Cost centre – Nil
- Expended to date – Nil on this initiative
- Future potential impact - NIL

LEGAL IMPLICATIONS

NIL

ATTACHMENTS

Nil

RECOMMENDATION

THAT the General Manager determine when the next meeting will be held on a needs basis.

MOVED: Clr Smith

SECONDED: Clr McAndrew

There being no further business, the meeting finished at 6.30pm.



Minutes

Economic Development Committee
Thursday 12 April 2018
5:00 pm

Item	Agenda
1	Welcome/present/ apologies
2	Confirmation of Minutes
3	Recommendations of Working Parties
4	Regional Economic Development Strategy
5	Next Meeting

ITEM: 1 PRESENT AND APOLOGIES

PRESENT: Councillor Lesslie, Councillor Ring, Councillor Thompson, Councillor Coleman, Councillor Statham (arrived at 5.25pm),

Working Party Members present: Kristie Kearney and Rachel Nicoll.

APOLOGIES: Councillor McAndrew, Councillor Smith, Councillor Goodwin and Councillor Goodsell.

OFFICERS: Graeme Faulkner, Andrew Muir, Andrew Powrie, Ross Gurney, Jonathon Edgecombe and Melanie Jones (Minutes).

DECLARATION OF INTERESTS: Nil

At the beginning of the meeting there was not a quorum, so it was decided to go directly to Item 4 Regional Economic Development Strategy Presentation, by the Economic Development Manager.

At 5.25pm Councillor Statham arrived (notification was given of her having to arrive late), the Mayor then declared the meeting open as there was now a quorum.

The Mayor welcomed Rachel Nicoll and Kristie Kearney from the Working Parties and thanked them for their input and work in producing the Tourism and Events Reports.

The presentation as part of Item 4 resumed.

ITEM: 2 CONFIRMATION OF MINUTES FROM THE PREVIOUS MEETING

COMMENTARY

The Minutes of the Economic Development Committee held on 6 March 2018 are yet to be adopted by Council but may be accepted by the Committee.

RECOMMENDATION

THAT the the Minutes of the Economic Development Committee held on 6 March 2018 be accepted as a true and accurate record of that meeting.

MOVED: Councillor Coleman **SECONDED:** Graeme Faulkner

ITEM: 3 RECOMMENDATIONS OF WORKING PARTIES

SUMMARY

To consider the recommendations of the Working Parties established to research Tourism Bureau models and Events.

COMMENTARY

The Director Economic Development and Environment raised that there is a typo in the Tourism Events Report in the table on page 6, 'Internal convention' should say 'international convention'.

The Director Economic Development and Environment discussed that there was an internal session held with relevant staff which went through the reports and felt the recommendations were supportable, with some minor stipulations.

Councillor Ring made a comment regarding page 3, Special Rate Variation (SRV) – the General Manager and Chief Financial and Information Officer addressed this question and clarified the process

The General Manager wanted to thank the Working Parties and congratulated them on the recommendations that were derived from all their research; he said that Council was extremely impressed and grateful with what was a very positive process. The Economic Development Manager also congratulated the Working Parties for their hard work.

Councillor Ring raised the issue of volunteering, officers to look into the current Volunteering Network and provide information to all Councillors.

BACKGROUND

Following the presentation of the reports and recommendations to the last meeting of the Economic Development Committee from the working parties established to research Tourism Bureau models and Events it is now appropriate for the Committee to consider the adoption or otherwise of the recommendations provided by the working parties.

Copies of the working party reports are once again attached. Key staff have now had the opportunity to more closely review the reports and recommendations. The Tables below outline comments provided by staff.

Tourism Bureau Model Working Party

Working Party Recommendation	Staff Comment
<p>The adoption of an aligned delivery model that will see the LCC and Industry jointly taking responsibility for tourism in the Lithgow LGA. The delivery model proposed involves a 'division of responsibility', while the Industry (under a not for profit organisation with Board governance) would bring its skills to carry out destination marketing, promotion and training.</p>	<p>Agree</p>
<p>The aligned delivery structure be phased-in over a 2-3 -year period in a three-staged process thus allowing sufficient time for both industry to organise itself into a united group and for LCC and Industry to formalise the operating model and recruit the necessary skills required.</p>	<p>Agree</p>
<ul style="list-style-type: none"> • LCC should adopt a multi-faceted approach to future funding of tourism; • LCC engage with the tourism industry community to gain alignment on the direction for tourism management in the future and the pros and cons of a future funding regime; • Actively pursue and identify suitable tourism grant funding opportunities; and • LCC engage the wider business community to outline the potential for SRV application to fund tourism infrastructure, the specifics of how a SRV would fund tourism, the cost-benefit to both the business community and the wider LGA community and, seek agreement to work towards an agreed position and business case for Council determination. 	<p>Agree in principle subject to SRV analysis for Fit for the Future financial sustainability</p>
<p>That Council considers developing a sustainable brand strategy aimed at target audiences most likely to visit the area. We recommend independent professional advice and note this process may take some time. Marketing awareness strategies do not have to be dependent on a brand strategy.</p>	<p>Agree target date June 2019</p>

<ul style="list-style-type: none"> • Engage the local social media community for content via a #lithgow campaign • Develop some low-cost campaigns to promote awareness among locals (advocates) and target audiences. See appendix B for examples • Build capability to support regular activity • Develop a social media strategy that builds capacity over time as resource and budget permit. 	<p>Agree, should be #destinationlithgow. Target date July 2018.</p> <p>Agree, target date December 2018</p> <p>Agree, commencing. Looking to engage external resources to build capacity.</p> <p>Agree.</p>
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Events Working Party

Working Party Recommendation	Staff Comment
<p>a) Professional market research be deployed to gauge the future planning of the Halloween Festival in order to attract external visitors for long stays and align Council-industry intent:</p> <ul style="list-style-type: none"> ➤ Gain agreement from the festival organisers, Council, tourism players and the community on what needs to be examined ➤ Conduct surveys and focus groups to solicit direction, specific marketing effort and future needs 	<p>Agree, opportunity to review and evolve current survey framework, subject to budget.</p>
<p>b) Carry out survey work of attendees during the Halloween Festival, incentivised by a prize draw in order to gather high quality data to inform the marketing effort</p>	<p>Agree, to be further developed.</p>
<p>c) Consider holding the Halloween Festival over a 2 day weekend festival.</p>	<p>Agree but to be developed 2019.</p>

<p>d) Target major Costume players (Cosplay groups) to participate in and give the Halloween Festival an added new perspective through having elaborate costume displays and events managed by high-profile, high worth organisers.</p>	<p>Agree.</p>
<p>e) Council look at engaging an events organisation, via a tender process, to manage and fund future Halloween events.</p>	<p>Agree, look at all alternatives.</p>
<p><i>Events Calendar</i> f) Council coordinate, document and issue an annual calendar of events and festivals for the Lithgow LGA that is thorough, covers the breadth of cultural, heritage, sporting, outdoor and recreational events.</p>	<p>Agree but inclusion of quality events are important as are linkages aligned to the calendar.</p>
<p>g) Council and the tourism industry jointly and actively market the calendar of events and festivals via various media, along with a map of attractions in the region funded jointly by Council and the Industry.</p>	<p>Agree target date 2019.</p>
<p><i>Volunteering, Skills and Recognition</i> h) Event organisers position volunteering opportunities as a means for people (with an interest) to gain experience rather than merely volunteering.</p>	<p>Agree target date January 2019.</p>
<p>i) Council's Events Officer should liaise with Volunteering Australia and examine ways that local event organisers (individually or in groups) can be assisted when framing volunteering opportunities in terms of the need, experience, training and learning and, sourcing through the media.</p>	<p>Agree.</p>

<p>j) Industry and Council jointly develop an online Volunteer Hub which encompasses various elements, including:</p> <ul style="list-style-type: none"> • Creating a Volunteer Register and Skills Bank • Promoting Volunteering opportunities • Providing Volunteering training and networking workshops • Holding recognition events • Publishing a regular newsletter 	<p>Agree - commenced eta July 2019.</p>
<p>k) Council and industry to jointly develop an inaugural Tourism Awards program which rewards excellence in the industry.</p>	<p>Agree, longer term 2-3years.</p>
<p>l) Lithgow TAFE, tourism industry players and University of Western Sydney come together to formulate a plan to grow skills training and development in tourism disciplines and related financial management, project management and product development.</p>	<p>Qualified agreement, to be further explored, probably needs to be TAFE centred.</p>
<p>m) Tourism specific online courses for tourism should be actively promoted by industry (and Council) and running of free courses at the Council Library would ably assist those to gain computer skills for online courseware, an example of which is mastering the content of Google's Digital Garage course.</p>	<p>Refer to (l).</p>

<p><i>Assets</i></p> <p>n) Upgrade and use of industrial heritage sites for events should be a priority and Council should show leadership by bringing together the various commercial players and working through a plan of re-establishment. While it is not Council's role to fund, operate or manage the logistics of such facilities, as the Lithgow LGA custodian, it should facilitate the 'bringing together of the minds' and create the roadmap, as well as leveraging the skills and capabilities of its residents to assist in this regard.</p>	<p>Agree, long term development.</p>
<p>o) Any under-utilised tourism assets/facilities in Council ownership should be considered for income generation through leasing, venue hire and events production and without any financial burden on the rate-payer. Council should use its best endeavours to also convince other Government asset owners and where necessary, private owners.</p>	<p>Agree to be further analysed.</p>
<p><i>Event Organisers</i></p> <p>p) Targeted marketing to event organisers be undertaken jointly by Council and industry where the 'value proposition' of Lithgow supports new and major events without rate-payer contributions. Where financial seeding is necessary, then a rigorous cost-benefit assessment must be in place.</p>	<p>Agree, to be developed.</p>
<p><i>Cross Marketing and Promotion</i></p> <p>q) Council and industry work together to encourage cross marketing and packaging of tourism services/products during the organisation and holding of events.</p>	<p>Agree</p>

<p>r) Council, tourism operators, business owners, accommodation providers and retailers all come together to host an inaugural Lithgow LGA Tourism week.</p>	<p>Agree to be further investigated.</p>
<p>Proposed New Events</p> <p>s) Council provide in-principle support to the suggested new events at section 12.4, this is to be followed by the individual detailed proposals on each event for Council consideration. The proposed events are:</p> <p>Railfest Winter Solstice Festival Internal Engineering Convention</p>	<p>Agree and progress long term.</p>

On balance, it is considered that all the recommendations of the working parties have merit. There are some proviso's, such as budget, that will need to be considered in due course, but the work provides a solid 'roadmap' to follow with respect to both the Tourism Bureau model and Events.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

- Budget approved - Nil.
- Cost centre – N/A
- Expended to date - Nil.
- Future potential impact – There may be future impacts that will need to be quantified in due course.

LEGAL IMPLICATIONS

Nil

ATTACHMENTS

1. Tourism Model Working Party Report
2. Tourism Events Working Party Report

RECOMMENDATION

THAT

1. The Economic Development Committee thank the members of the Tourism Model Working Party and Tourism Events Working Party for their work.
2. The recommendations provided by the Tourism Models Working Party and Tourism Events Working Party be adopted, subject to the comments

provided in the tables within this report, as a roadmap for the Tourism Model and Tourism Events.

MOVED: Graeme Faulkner **SECONDED:** Councillor Coleman

ITEM: 4 REGIONAL ECONOMIC DEVELOPMENT STRATEGY

SUMMARY

Council's Economic Development Manager will provide a presentation to the Economic Development Committee on progress by the Department of Premier and Cabinet on the Regional Economic Development Strategy.

COMMENTARY

Due to there not being a quorum at the commencement of the meeting, it was decided to go straight into Item 4 and begin with the Regional Economic Development Strategy Presentation.

The Economic Development Manager presented the Regional Economic Development Strategy, there was discussion and questions. Councillor Lesslie then thanked the Economic Development Manager for his presentation.

The General Manager thanked the Economic Development Manager for the work undertaken on the strategy and provided an overview to the committee.

POLICY IMPLICATIONS

NIL

FINANCIAL IMPLICATIONS

- Budget approved – Nil
- Cost centre – Nil
- Expended to date – Nil
- Future potential impact - NIL

LEGAL IMPLICATIONS

NIL

ATTACHMENTS

Nil

RECOMMENDATION

THAT the presentation on the draft Economic Development Strategy be received.

MOVED: Councillor Ring **SECONDED:** Graeme Faulkner

ITEM: 5 NEXT MEETING

COMMENTARY

Nil.

POLICY IMPLICATIONS

NIL

FINANCIAL IMPLICATIONS

- Budget approved – Nil
- Cost centre – Nil
- Expended to date – Nil
- Future potential impact - NIL

LEGAL IMPLICATIONS

NIL

ATTACHMENTS

Nil

RECOMMENDATION

THAT the General Manager determine when the next meeting will be held.

MOVED: Councillor Ring

SECONDED: Councillor Lesslie

Councillor Statham asked that if possible future meetings on a Thursday be held at 5.30pm instead of 5.00pm, Councillor Coleman stated this would also be more suitable for her too.

Meeting closed at 6.00pm.