



REGIONAL & ECONOMIC DEVELOPMENT POLICY COMMITTEE

AGENDA

3 MARCH 2026

Notice is hereby given, in accordance with the provisions of the Local Government Act 1993 that a **REGIONAL & ECONOMIC DEVELOPMENT POLICY COMMITTEE MEETING of ORANGE CITY COUNCIL** will be held in the **COUNCIL CHAMBER, CIVIC CENTRE, BYNG STREET, ORANGE** on **Tuesday, 3 March 2026**.

Scott Maunder
CHIEF EXECUTIVE OFFICER

For apologies please contact Executive Support on 6393 8391.

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1 INTRODUCTION

MEMBERS

Cr T Mileto (Mayor)(Chairperson), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

1.1 Apologies and Leave of Absence

1.2 Declaration of pecuniary interests, significant non-pecuniary interests and less than significant non-pecuniary interests

The provisions of Chapter 14 of the Local Government Act, 1993 (the Act) regulate the way in which Councillors and designated staff of Council conduct themselves to ensure that there is no conflict between their private interests and their public role.

The Act prescribes that where a member of Council (or a Committee of Council) has a direct or indirect financial (pecuniary) interest in a matter to be considered at a meeting of the Council (or Committee), that interest must be disclosed as soon as practicable after the start of the meeting and the reasons given for declaring such interest.

As members are aware, the provisions of the Local Government Act restrict any member who has declared a pecuniary interest in any matter from participating in the discussion or voting on that matter, and requires that member to vacate the Chamber.

Council's Code of Conduct provides that if members have a non-pecuniary conflict of interest, the nature of the conflict must be disclosed. The Code of Conduct also provides for a number of ways in which a member may manage non pecuniary conflicts of interest.

RECOMMENDATION

It is recommended that Committee Members now disclose any conflicts of interest in matters under consideration by the Regional & Economic Development Policy Committee at this meeting.

2 COMMITTEE MINUTES

2.1 Minutes of the Economic Development Community Committee - 11 February 2026

RECORD NUMBER: 2026/249

AUTHOR: Tony Boland, Industry & Business Engagement Lead

EXECUTIVE SUMMARY

The Economic Development Community Committee held its meeting on 11 February 2026. The minutes are attached for the Committee's consideration. There is a recommendation that the Committee Charter quorum be changed from half of community/business representatives to five representatives. This is reflective of the difficulty of achieving a quorum at times.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "11.1 Encourage and facilitate inward investment to grow the number of new inbound businesses to the city".

FINANCIAL IMPLICATIONS

Nil.

POLICY AND GOVERNANCE IMPLICATIONS

Nil.

RECOMMENDATION

- 1 That Council acknowledge the reports presented to the Economic Development Community Committee at its meeting held on 11 February 2026.
- 2 That Council adopt the recommendation 4.6 from the minutes of the Economic Development Community Committee meeting of 11 February 2026:
4.6 Amendment to the Economic Development Community Committee Charter
 - *That the Economic Development Community Committee Charter be amended to only require five (5) industry/community representatives and one (1) Councillor to form a quorum.*
- 3 That the remainder of the minutes of the Economic Development Community Committee from its meeting held on 11 February 2026 be adopted.

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council's key risk categories and the following comments are provided:

Service/Project Delivery	Nil.
Financial	Nil.
Reputation/Political	The Council can suffer reputational damage when business and community representatives turn up and the meeting cannot proceed due to a lack of a quorum.
Environment	Nil.
Compliance	Nil.
People & WHS	Nil.
Information Technology/ Cyber Security	Nil.

2.1 Minutes of the Economic Development Community Committee - 11 February 2026

SUPPORTING INFORMATION

The documents are attached for information. The Committee failed to achieve a quorum in December 2025 (1 short) and barely made a quorum for the February meeting. The change to the quorum will give greater certainty that the meeting will be able to proceed. It is reputationally challenging to tell business owners and operators that a meeting cannot proceed because there is not a quorum while there 10 people plus staff in attendance.

ATTACHMENTS

- 1 Minutes of the Meeting of the Economic Development Community Committee held on 11 February 2026, 2026/221 [↓](#)
- 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026, 2026/169 [↓](#)

Attachment 1 Minutes of the Meeting of the Economic Development Community Committee held on 11 February 2026**MINUTES OF THE ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE**

HELD IN COUNCILLORS WORKROOM, CIVIC CENTRE, BYNG STREET, ORANGE

ON 11 FEBRUARY 2026

COMMENCING AT 8:05AM

1 INTRODUCTION**ATTENDANCE**

Cr Frances Kinghorne (Chairperson), Cr Tony Mileto (Mayor), Cr Marea Ruddy, Reginald Kidd (Teams), Michael Banks, Russell Tym, Julia Andrews, Pete Morrison, Luke Knight, Ricky Puata, Melissa O'Brien, Chief Executive Officer, Director Corporate and Commercial Services, Manager Economic Development, Industry and Business Engagement Lead.

1.1 APOLOGIES**RESOLVED****Member M Banks/Member L Knight**

That the apologies be accepted from Cr Tammy Greenhalgh (Deputy Mayor), Cr Melanie McDonell, Cr Graeme Judge, Ben Chiarella, Jack Evans, Josh Gordon, Kellie Pickering and Chris Rawlins for the Economic Development Community Committee meeting on 11 February 2026.

1.2 ACKNOWLEDGEMENT OF COUNTRY

The Chairperson conducted an Acknowledgement of Country.

1.3 DECLARATION OF PECUNIARY INTERESTS, SIGNIFICANT NON-PECUNIARY INTERESTS AND LESS THAN SIGNIFICANT NON-PECUNIARY INTERESTS

Nil.

2 PREVIOUS MINUTES**RESOLVED****Member M Banks/Member L Knight**

That the Minutes of the Meeting of the Economic Development Community Committee held on 3 December 2025 (copies of which were circulated to all members) be and are hereby confirmed as a true and accurate record of the proceedings of the Economic Development Community Committee meeting held on 3 December 2025.

Attachment 1 Minutes of the Meeting of the Economic Development Community Committee held on 11 February 2026**3 PRESENTATIONS****3.1 CHAIRPERSON PRESENTATION - REGIONAL & ECONOMIC DEVELOPMENT POLICY COMMITTEE**

TRIM REFERENCE: 2026/168

The Chair updated the Committee

RECOMMENDATION**Member L Knight/Member J Andrews**

That the presentation be noted.

4 GENERAL REPORTS**4.1 2026 EDCC MEETING DATES AND AGENDA CALENDAR**

TRIM REFERENCE: 2026/123

RECOMMENDATION**Member R Kidd/Cr M Ruddy**

That the Committee accepts the updated EDCC agenda dates and proposed Agenda Calendar.

4.2 2026 ORANGE ECONOMIC DEVELOPMENT PLAN

TRIM REFERENCE: 2026/159

RECOMMENDATION**Member J Andrews/Cr F Kinghorne**

That the Committee acknowledge the report on the 2026 Economic Development Plan.

4.3 ORANGE RESIDENTIAL UPDATE

TRIM REFERENCE: 2026/129

RECOMMENDATION**Cr M Ruddy/Member M Banks**

That the Committee acknowledge the report.

4.4 NOVEMBER 2025 CBD AUDIT RESULTS

TRIM REFERENCE: 2026/73

RECOMMENDATION**Cr F Kinghorne/Cr M Ruddy**

That the Committee acknowledge the report on the CBD Audit.

Attachment 1 Minutes of the Meeting of the Economic Development Community Committee held on 11 February 2026

4.5 LAUNCH OF THE MONITOR CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM

TRIM REFERENCE: 2025/2648

RECOMMENDATION**Cr M Ruddy/Cr F Kinghorne**

That the Committee acknowledge the report on the Launch of the Monitor Customer Relationship Management System.

4.6 AMENDMENT TO ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE CHARTER

TRIM REFERENCE: 2025/2647

RECOMMENDATION**Member R Tym/Member M Banks**

That the Economic Development Community Committee Charter be amended to only require five (5) industry/community representatives and one (1) Councillor to form a quorum.

4.7 ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE ACTION PLAN 2025 - 2028

TRIM REFERENCE: 2025/2649

RECOMMENDATION

That the Economic Development Community Committee Action Plan updated as required.

THE MEETING CLOSED AT 9.25AM.



ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE

AGENDA

11 FEBRUARY 2026

Notice is hereby given, in accordance with the provisions of the Local Government Act 1993 that an **ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE MEETING of ORANGE CITY COUNCIL** will be held in the **COUNCILLORS WORKROOM, CIVIC CENTRE, BYNG STREET, ORANGE** on **Wednesday, 11 February 2026** commencing at **8:00AM**.

Scott Maunder
CHIEF EXECUTIVE OFFICER

For apologies, please contact Tony Boland on 6393 8250.

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 11 February 2026**

AGENDA

EVACUATION PROCEDURE

In the event of an emergency, the building may be evacuated. You will be required to vacate the building. The Committee Clerk will now identify the emergency muster point.

Under no circumstances is anyone permitted to re-enter the building until the all clear has been given and the area deemed safe by authorised personnel.

In the event of an evacuation, a member of Council staff will assist any member of the public with a disability to vacate the building.

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**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 11 February 2026**

1 INTRODUCTION

MEMBERS

Cr Frances Kinghorne (Chairperson), Cr Tony Mileto (Mayor), Cr Tammy Greenhalgh (Deputy Mayor), Cr Melanie McDonell, Cr Graeme Judge, Cr Marea Ruddy, Reginald Kidd, Gary Norton, Michael Banks, Anthony Healey, Russell Tym, Timothy Hall, Catherine Lawrence, Julia Andrews, Pete Morrison, Ben Chiarella, Jack Evans, Kellie Pickering, Luke Knight, Amy Gormly, Ricky Puata, Josh Gordon, Melissa O'Brien, Chris Rawlins, Director Corporate and Commercial Services, Manager Economic Development, Industry and Business Engagement Lead

1.1 Apologies**1.2 Acknowledgement of Country**

I would like to acknowledge the Traditional Custodians of the land on which we meet today, the people of the Wiradjuri Nation. I pay my respects to Elders past and present, and extend those respects to Aboriginal Peoples of Orange and surrounds, and Aboriginal people here with us today.

1.3 Declaration of pecuniary interests, significant non-pecuniary interests and less than significant non-pecuniary interests

The provisions of Chapter 14 of the Local Government Act, 1993 (the Act) regulate the way in which Councillors and designated staff of Council conduct themselves to ensure that there is no conflict between their private interests and their public role.

The Act prescribes that where a member of Council (or a Committee of Council) has a direct or indirect financial (pecuniary) interest in a matter to be considered at a meeting of the Council (or Committee), that interest must be disclosed as soon as practicable after the start of the meeting and the reasons given for declaring such interest.

As members are aware, the provisions of the Local Government Act restrict any member who has declared a pecuniary interest in any matter from participating in the discussion or voting on that matter, and requires that member to vacate the Chamber.

Council's Code of Conduct provides that if members have a non-pecuniary conflict of interest, the nature of the conflict must be disclosed. The Code of Conduct also provides for a number of ways in which a member may manage non pecuniary conflicts of interest.

RECOMMENDATION

It is recommended that Committee Members now disclose any conflicts of interest in matters under consideration by the Economic Development Community Committee at this meeting.

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026

2 PREVIOUS MINUTES

RECOMMENDATION

That the Minutes of the Meeting of the Economic Development Community Committee held on 3 December 2025 (copies of which were circulated to all members) be and are hereby confirmed as a true and accurate records of the proceedings of the Economic Development Community Committee meeting held on 3 December 2025.

ATTACHMENTS

- 1 Minutes of the Meeting of the Economic Development Community Committee held on 3 December 2025

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026



MINUTES OF THE ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE**HELD IN COUNCIL CHAMBERS, CIVIC CENTRE, BYNG STREET, ORANGE****ON 3 DECEMBER 2025****COMMENCING AT 8.00AM**

1 INTRODUCTION**ATTENDANCE**

Cr Frances Kinghorne (Chairperson), Cr Tony Mileto (Mayor), Cr Tammy Greenhalgh (Deputy Mayor), Cr Melanie McDonell, Cr Graeme Judge, Cr Marea Ruddy, Reginald Kidd, Gary Norton, Michael Banks, Anthony Healey, Russell Tym, Timothy Hall, Catherine Lawrence, Julia Andrews, Pete Morrison, Ben Chiarella, Jack Evans, Kellie Pickering, Luke Knight, Amy Gormly, Ricky Puata, Director Corporate and Commercial Services, Manager Economic Development, Industry and Business Engagement Lead

1.1 APOLOGIES

Nil.

1.2 ACKNOWLEDGEMENT OF COUNTRY

The Chairperson conducted an Acknowledgement of Country.

1.3 DECLARATION OF PECUNIARY INTERESTS, SIGNIFICANT NON-PECUNIARY INTERESTS AND LESS THAN SIGNIFICANT NON-PECUNIARY INTERESTS

Nil.

2 PREVIOUS MINUTES**RECOMMENDATION**

That the Minutes of the Meeting of the Economic Development Community Committee held on 22 October 2025 (copies of which were circulated to all members) be and are hereby confirmed as a true and accurate record of the proceedings of the Economic Development Community Committee meeting held on 22 October 2025.

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026

3 PRESENTATIONS**3.1 PRESENTATION FROM MR MARK POOLE OF NBNCO**

TRIM REFERENCE: 2025/2551

RECOMMENDATION

That the presentation from Mark Poole of NBNCO be acknowledged.

4 GENERAL REPORTS**4.1 LAUNCH OF THE MONITOR CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM FOR THE ECONOMIC DEVELOPMENT AND THE COMMUNICATIONS AND ENGAGEMENT SECTION**

TRIM REFERENCE: 2025/2578

RECOMMENDATION

That the Committee acknowledge the report on the Launch of the Monitor Customer Relationship Management System.

4.2 ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE ACTION PLAN 2025 - 2028

TRIM REFERENCE: 2025/2584

RECOMMENDATION

That the Economic Development Community Committee Action Plan be reviewed and updated.

THE MEETING CLOSED AT 9.07AM.

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 11 February 2026**

ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE

11 FEBRUARY 2026

3 PRESENTATIONS**3.1 Chairperson Presentation - Regional & Economic Development Policy Committee**

The Chairperson, Cr Kinghorne, will provide an update to the Committee on the Regional and Economic Development Policy Committee of 2 February 2026 when the last Community Committee minutes were presented to Council for adoption.

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 11 February 2026****4 GENERAL REPORTS****4.1 2026 EDCC Meeting Dates and Agenda Calendar**

RECORD NUMBER: 2026/123

AUTHOR: Jessica Wilkinson, Manager Economic Development

EXECUTIVE SUMMARY

To support consistent and transparent reporting to the Committee, a structured Economic Development agenda calendar has been developed and is presented for approval. The calendar ensures all key areas of Economic Development activity are reported throughout the year. In addition, revised meeting dates are proposed to avoid clashes with school holidays and scheduled Council meetings, thereby supporting full attendance and effective decision-making.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy “11.2 Enhance opportunities for local business to grow and prosper”.

FINANCIAL IMPLICATIONS

Nil

POLICY AND GOVERNANCE IMPLICATIONS

The standard policies on privacy and IT security apply.

RECOMMENDATION

That the Committee accepts the updated EDCC agenda dates and proposed Agenda Calendar.

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council’s key risk categories and the following comments are provided:

Service/Project Delivery	Nil
Financial	Nil
Reputation/Political	Nil
Environment	Nil
Compliance	Nil
People & WHS	Nil
Information Technology/ Cyber Security	Nil

SUPPORTING INFORMATION

To ensure the Committee receives comprehensive and timely updates across all areas of Economic Development throughout the year, a structured agenda calendar has been developed. This calendar provides regular reporting on key topics, including:

- **Council’s Economic Development Annual Plan**, aligned with the priorities set out in the *Orange Economic Development Strategy 2024–2032*.
- **Quarterly economic updates**, covering population trends, demographics, workforce insights, and industry performance.
- **Spendmapp reporting**, providing analysis of resident and visitor spending to monitor local economic activity.

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026

4.1 2026 EDCC Meeting Dates and Agenda Calendar

- **Orange residential development updates**, including number of dwelling approvals and construction certificates.
- **Vacancy reporting**, with data on CBD shopfront vacancies and industrial land availability.
- **Business initiatives and engagement** - summarising programs, activities, and stakeholder engagement undertaken during the period.
- **Council-run events update**, outlining event outcomes, participation, and economic impact where relevant.
- **Updates from State Government and Charles Sturt University representatives**, ensuring the Committee is informed of external initiatives, partnerships, and regional developments.

This agenda structure ensures consistent, transparent, and evidence-based reporting to support informed decision-making by the Committee.

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026
2026 EDCC Proposed Meeting Dates and Agenda Calendar

Item (Responsibility)	Occurrence	11 th Feb	29 th Apr	24 th Jun	26 th Aug	28 th Oct	9 th Dec
Economic Development Annual Plan (Orange City Council)	Annually	X					
Orange Economic Update (Orange City Council)	6-monthly		X			X	
Spendmapp Update (Orange City Council)	6-monthly			X			X
Orange Residential Update (Orange City Council)	6-monthly	X			X		
CBD Vacancy Report (Orange City Council)	6-monthly	X			X		
Industrial Lands Vacancy Report (Orange City Council)	6-monthly		X			X	
Business Initiatives and Engagement (Orange City Council)	6-monthly			X			X
Annual Event Summary (FY) (Orange City Council)	Annually				X		
State Government Update (DPIRD)	6-monthly		X			X	
Charles Sturt Update (Charles Sturt University)	Annually			X			
Action Plan	2-monthly	X	X	X	X	X	X

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026
4.2 2026 Orange Economic Development Plan

RECORD NUMBER: 2026/159

AUTHOR: Jessica Wilkinson, Manager Economic Development

EXECUTIVE SUMMARY

The **Orange Economic Development Strategy 2024–2032**, endorsed by Council in December 2024, provides the long-term framework for strengthening the city’s economic growth, resilience, and competitiveness. The **2026 Orange Economic Development Plan** identifies the priority actions to be progressed in 2026 to advance the objectives of the Strategy. The Plan focuses on enhancing regional collaboration, strengthening business support, improving marketing and investment attraction, and refining Council’s events program to deliver measurable economic outcomes for the community.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy “11.1 Encourage and facilitate inward investment to grow the number of new inbound businesses to the city”.

FINANCIAL IMPLICATIONS

Plan to be implemented within existing Economic Development budget.

POLICY AND GOVERNANCE IMPLICATIONS

The standard policies on privacy and IT security apply.

RECOMMENDATION

That the Committee acknowledge the report on the 2026 Economic Development Plan.

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council’s key risk categories and the following comments are provided:

Service/Project Delivery	Economic Development will work with the Council Communications team to ensure all initiatives are delivered to the expected Council standard.
Financial	Nil – will operate in existing budget.
Reputation/Political	There is the potential for varied opinions on certain Economic Development initiatives. Engagement will be undertaken to help reduce this risk.
Environment	Nil
Compliance	Nil
People & WHS	Nil
Information Technology/ Cyber Security	Nil

SUPPORTING INFORMATION

The **Orange Economic Development Strategy 2024–2032** was endorsed by Council in December 2024. The **2026 Orange Economic Development Plan** identifies the priority actions to be progressed during 2026 in alignment with the strategic objectives of the overarching Strategy. The key focus areas for 2026 are outlined below.

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 11 February 2026**

4.2 2026 Orange Economic Development Plan

1. Improved Regional Collaboration and Monitoring

- Identify and pursue opportunities for enhanced regional collaboration with Bathurst and Dubbo to strengthen collective economic outcomes.
- Improve the availability of publicly accessible economic and demographic data to support business and investment decision-making, and provide regular reporting to key stakeholders, including the Economic Development Community Committee (EDCC).
- Progress the implementation of a Customer Relationship Management (CRM) system for Economic Development to record stakeholder engagement, contacts, and investment enquiries.
- Strengthen relationships with Federal and State Government agencies to support advocacy, investment attraction, and policy alignment.

2. Marketing and Brand Development

- Decommission the **Think Orange** website and establish an ongoing review and update process for all Live, Invest and Business Support information.
- Enhance new resident attraction resources, including development of a New Resident Guide, collection of resident stories, improvement of relocation packs, and collaboration with stakeholders to target key skills-shortage areas.
- Develop investment attraction materials, including a customer-first process for managing investment enquiries, preparation of an investment prospectus, and exploration of a Business Concierge model.
- Undertake targeted industry marketing to support attraction and growth in priority sectors.

3. Strengthening Business Support Services

- Refresh and improve web-based business support resources.
- Deliver workshops to address identified gaps, including retailer training.
- Provide sponsorship and/or support for partner organisations delivering business events in the region.
- Determine next steps for the Drought Resilience Project to ensure continuity and long-term impact.
- Explore the development of a Business Concierge model to streamline business engagement and support.

4. Continuous Improvement of Events

- Increase sponsorship revenue to support the delivery of high-quality events.
- Seek grant funding opportunities to expand event programs and initiatives.
- Collect and analyse stallholder and participant feedback to inform improvements.
- Implement a structured post-event review process and embed key learnings.
- Increase the number of conferences and travelling events attracted to the region.
- Continue the administration of the Event Sponsorship Fund.
- Maintain current levels of Council-delivered events, with no additional expansion to team-delivered programs at this time.

ATTACHMENTS

- 1 2026 Economic Development Plan, D26/13794





Orange Economic Development Strategy, 2024-2032



Champion regional collaboration



Develop depth in priority industries



Prioritise equitable growth and community capacity

Orange Economic Development Strategy, 2024-2032



Champion Regional Collaboration

- Shared monitoring
- Diverse housing
- Pipeline of industrial, commercial & residential lands
- Water security
- Improved transport
- Brand development
- Regional collaboration
- Circular Economy
- Investment attraction



Develop depth in priority industries

- Improve business conditions
- Encourage diverse mix of business
- New business innovation
- Reduce imports
- Night-time economy
- Visitor attracting events
- Tourism infrastructure
- Sports precincts



Prioritise equitable growth and community capacity

- Economic resilience
- Business feedback
- Inform community & share resources
- Improve community-Council relations
- Strong local industry connections
- Address skill shortages
- Improve local skills
- Local events
- Increase childcare



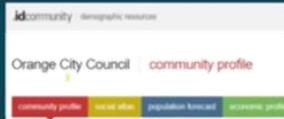
Major 2026 Economic Development Initiatives

Regional Collaboration and Monitoring

DUBBO REGION



Explore collaboration/joint marketing opportunities with Dubbo and Bathurst



Improve publicly accessible data for business / investment decisions & reporting of data to key stakeholders



Invest in a CRM for Economic Development to log contacts, engagement and investment enquiries



Deepen stakeholder relationships

- State Government
- Federal Government
- Regional Development Aust
- Economic Development Aust
- Business Orange
- Destination Central West
- Regional Aust Institute
- RENWELD

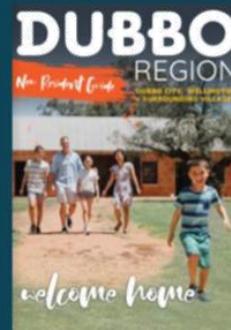
Marketing / Brand Development

Revamp Live / Invest web presence



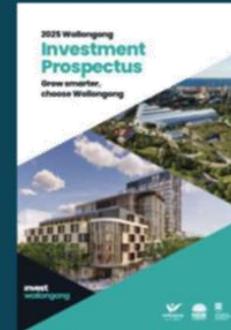
- Decommission Think Orange and redesign Live / Invest web presence
- 6 monthly update process

Improve New Resident colleterial



- New Resident Guide
- New Resident stories
- New Resident packs
- Collaboration with key employer to include Live material in job ads

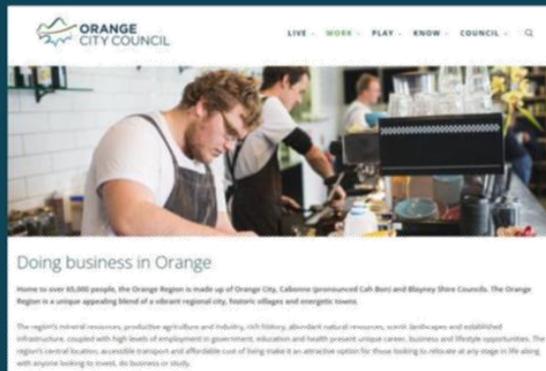
Creation of Investment Attraction material



- Investment enquiry process, including CRM tracking
- Investment Prospectus
- Consider a Business concierge process
- Targeted industry marketing

Deepen our Business Support

Revamp of **Business Support** web-based resources.



Council run Business Workshops

- Workshop and one-on-one training for retailers
- Essential Energy, utilities, Council workshop for local builders

Council supported/sponsored Business Events

- Advanced Linked In event with RDA
- Meet the CEO again.... Event with Business Orange
- Women's Leadership Panel event with CW Inspired Women
- Sponsorship of Business Orange Lunch
- Major sponsorship of Orange Business Awards
- Business Orange Business After Hours event

Next steps for the Drought Resilience Project

Consider developing a **Business Concierge** model

Continue to improve the Event Portfolio

Our Events

- New Years Eve
- Zest Fest
- Rainbow
- Experience Orange
- Australia Day
- Anzac Day
- Christmas Carols
- Harmony Day
- Local Government Week
- Citizenship Ceremonies

Events Plan

- Increase sponsorship revenue to support the delivery of high-quality events and reduce impact on the Council budget.
- Seek grant funding opportunities to expand event programs and initiatives.
- Collect and analyse stallholder and participant feedback to inform improvements.
- Implement a structured post-event review process and embed key learnings.
- Increase the number of conferences and travelling events to Orange.
- Continue the administration of the Event Sponsorship Fund.
- Maintain current levels of Council-delivered events, with no additional expansion to team-delivered programs at this time.



Our Economic Development Team



Jessica Wilkinson
Manager Economic
Development



Tony Boland
Industry & Business
Engagement Lead



Charlotte Gundry
Tourism Lead



Glenn Mickle
Tourism Activation
Officer



Melissa Simpson
Events Lead



Lauren Weir
Tourism Events
Officer



Lauren Skrzypnik
Visitor Information
Centre Supervisor



Deborah Mara
Visitor
Accommodation
Sites Supervisor



Brooke Hooper
Events Officer



Maddy Barnes
Events Officer

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026
4.3 Orange Residential Update
RECORD NUMBER: 2026/129

AUTHOR: Jessica Wilkinson, Manager Economic Development

EXECUTIVE SUMMARY

This report provides a six-monthly update on residential activity in Orange, in line with the proposed agenda schedule. The data presented is sourced from the Ordinary Council Meeting of 2 December 2025 (Agenda Item 5.3: *Orange Local Housing Strategy (July 2022) – Progress Update*).

Analysis of the available data indicates a continued decline in both the number of development applications and new dwelling approvals since 2021. This trend aligns with broader conditions observed across Australia, where housing construction activity has slowed in response to rising construction costs and ongoing shortages in skilled labour.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy “5.2 Improve housing supply, diversity and affordability”.

FINANCIAL IMPLICATIONS

Nil

POLICY AND GOVERNANCE IMPLICATIONS

Nil

RECOMMENDATION

That the Committee acknowledge the report.

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council’s key risk categories and the following comments are provided:

Service/Project Delivery	Nil
Financial	Nil
Reputation/Political	Council has a key role in supporting the delivery of housing within the city through the rezoning of land, approval of subdivisions and residential accommodation, in addition to issuing construction and occupation certificates where Council is the Principal Certifying Authority. The delivery of housing has largely focused on Council’s role within the approval pathways.
Environment	Greenfield sites identified within the Orange Local Housing Strategy are heavily constrained by the natural environment. The evaluation of Planning Proposals relies on key technical information to ensure that the natural environment within the Orange Local Government Area is protected as a key attractor to the region and an integral part of the broader natural environment.
Compliance	Nil
People & WHS	Nil
Information Technology/ Cyber Security	Ongoing data collection and entry is key to accurate reporting. Revision of these systems and the data collected will require further input and development from the planning and information technology teams to ensure data is accurate and reliable.

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 11 February 2026**

4.3 Orange Residential Update**SUPPORTING INFORMATION**

This report presents the first Orange Residential Update for 2026. A further update will be provided at the August EDCC Meeting.

Table 1 outlines the number of residential lots released by financial year from FY2020 to FY2026 (partial year). Figure 1 illustrates trends in the number of Development Applications, Complying Development Certificates, Construction Certificates and Occupation Certificates received. Figure 2 presents the same trend data specifically for new dwelling approvals. Tables 2-5 provide year-on-year comparisons for each of these application types.

A review of the data indicates a significant decline in applications and new dwelling approvals since 2021. The five-year peak occurred in 2021, reflecting strong market conditions at the time, including lower land prices and more favourable construction costs. The subsequent decline aligns with broader national trends, characterised by rising land values, increased construction costs driven by material shortages, and ongoing challenges in securing skilled labour.

Ensuring the delivery of affordable and diverse housing within the LGA remains essential to supporting both current and future residents. The next review of the Orange Local Housing Strategy will prioritise maintaining an adequate supply of zoned and serviced land, and identifying opportunities to support infill development, including secondary dwellings and greater density where appropriate.

The data contained in this report is sourced from the [Ordinary Council Meeting of 2 December 2025](#), Agenda Item 5.3: *Orange Local Housing Strategy (July 2022) – Progress Update*. Additional information on the Orange residential market is available on page 62 of the referenced Council papers.

Data Limitations

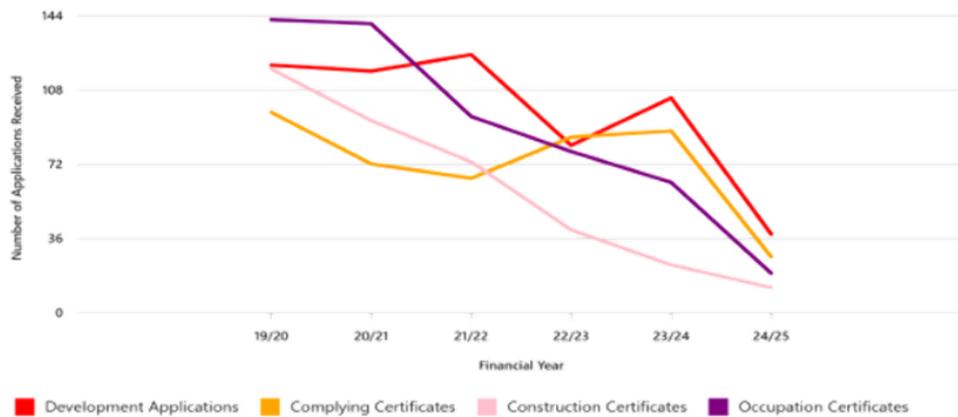
The current systems used to collect and store data on subdivision releases, development applications, complying development certificates, construction certificates and occupation certificates present several limitations. Data entry processes allow scope for human error, and the collation required for monitoring purposes remains labour-intensive.

Council staff continue to improve data management practices to support more accurate and efficient monitoring of residential development activity. One limitation relevant to this report is that where lots have been released, it is not always possible to confirm whether the resulting lot has subsequently progressed to a dwelling approval or construction. As a result, some duplication may occur between the count of lots released and the number of dwellings approved.

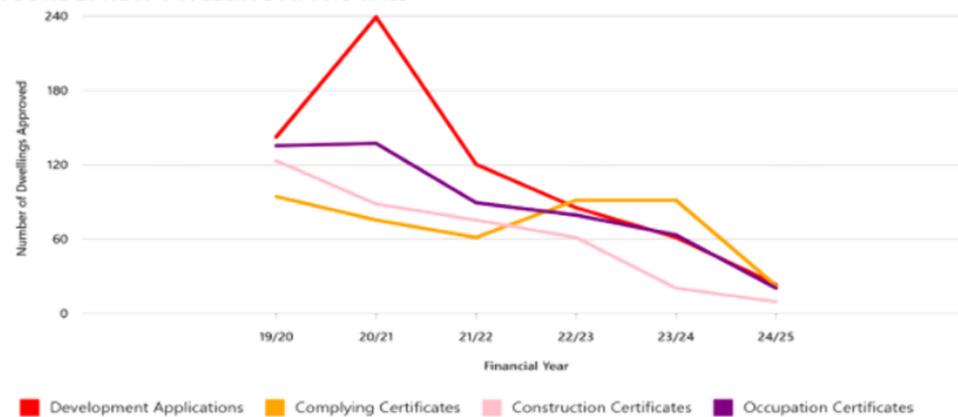
Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026
4.3 Orange Residential Update
TABLE 1: LOTS RELEASED BY FINANCIAL YEAR

Lots Released	
Financial Year	Lots released
19/20	219
20/21	256
21/22	194
22/23	137
23/24	318
24/25	158
25/26	17
Total	1299

Source: Orange City Council (sourced 3 November 2025)

FIGURE 1: APPLICATIONS RECEIVED


Source: Orange City Council (sourced 30 October 2025)

FIGURE 2: NEW DWELLING APPROVALS


Source: Orange City Council (sourced 30 October 2025)

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026
4.3 Orange Residential Update
TABLE 2: DEVELOPMENT APPLICATIONS AND RESULTANT DWELLINGS BY FINANCIAL YEAR

Development Applications (new dwellings only)			
Financial Year	Applications received	Applications approved	New dwellings approved
19/20	114	112	162
20/21	120	115	142
21/22	117	111	239
22/23	125	93	120
23/24	81	70	85
24/25	104	94	61
25/26	38	37	23
Total	699	632	832

Source: Orange City Council (sourced 3 November 2025)

TABLE 3: COMPLYING DEVELOPMENT CERTIFICATES AND RESULTANT DWELLINGS BY FINANCIAL YEAR

Complying Development Certificates (including modifications) (residential only)			
Financial Year	Applications received	Applications approved	New dwellings approved
19/20	101	100	102
20/21	97	97	94
21/22	72	72	75
22/23	65	65	61
23/24	85	85	91
24/25	88	87	91
25/26	27	27	22
Total	535	533	536

Source: Orange City Council (sourced 3 November 2025)

TABLE 4: CONSTRUCTION CERTIFICATES AND RESULTANT DWELLINGS BY FINANCIAL YEAR

Construction Certificates (residential only)			
Financial Year	Applications received	Applications approved	New dwellings approved
19/20	104	103	111
20/21	118	118	123
21/22	93	92	88
22/23	73	73	75
23/24	40	39	61
24/25	23	22	20
25/26	12	12	9
Total	463	459	487

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026

4.3 Orange Residential Update

TABLE 5: OCCUPATION CERTIFICATES AND RESULTANT DWELLINGS BY FINANCIAL YEAR

Occupation Certificate			
Financial Year	Applications received	Applications approved	New dwellings approved
19/20	144	143	152
20/21	142	141	135
21/22	140	140	137
22/23	95	95	89
23/24	78	78	79
24/25	63	63	63
25/26	19	19	20
Total	681	679	675

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026
4.4 November 2025 CBD Audit Results
RECORD NUMBER: 2026/73

AUTHOR: Tony Boland, Industry & Business Engagement Lead

EXECUTIVE SUMMARY

A vacancy audit has been conducted of the Orange CBD over November 2025. The previous audit was conducted in February 2025 and the prior one was June 2020. It is intended to conduct the audit twice a year to monitor and report on the occupancy level of the CBD.

The CBD “high street” without including shopping centres or arcades has a vacancy rate of 12.0%, down from 14.4% in February 2025. The high street shopping precinct (including shopping centres and arcades) has an overall vacancy rate of 10.1%, down from 13.6% in February 2025.

The Secondary CBD streets have a vacancy rate of 10.0%, remaining steady from February 2025. The category of Fringe CBD shops has a vacancy rate of 9.9%, up from 7.5% in February 2025.

The overall combined vacancy rate of the CBD is 9.9%, down from 11.3% in February 2025.

A map is attached to this report to show the zones.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy “11.2 Enhance opportunities for local business to grow and prosper”.

FINANCIAL IMPLICATIONS

Nil.

POLICY AND GOVERNANCE IMPLICATIONS

Nil.

RECOMMENDATION

That the Committee acknowledge the report on the CBD Audit.

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council’s key risk categories and the following comments are provided:

Service/Project Delivery	Without impact on service delivery.
Financial	There is no financial impact.
Reputation/Political	Nil.
Environment	Nil.
Compliance	Nil.
People & WHS	Staff are aware of risks and ensure they observe appropriate WHS practices while undertaking the audit.
Information Technology/ Cyber Security	Nil.

FURTHER CONSIDERATIONS

Consideration has been given to the recommendation’s impact on Council’s service delivery; image and reputation; political; environmental; health and safety; employees; stakeholders and project management; and no further implications or risks have been identified.

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026
4.4 November 2025 CBD Audit Results
SUPPORTING INFORMATION

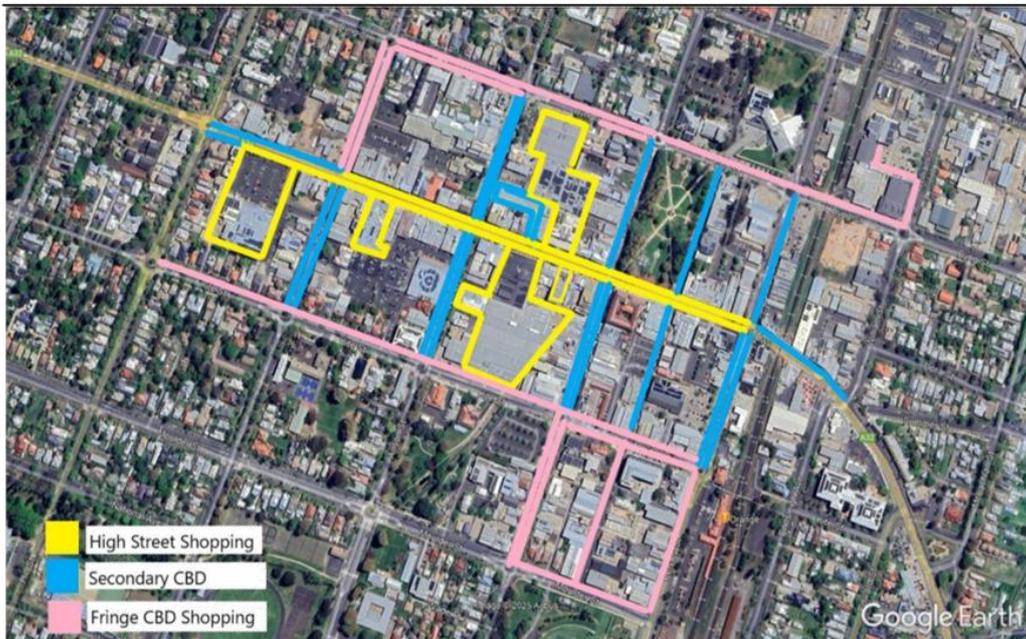
An audit of the businesses and vacancies in the CBD has been carried out in November 2025 as a follow up to the February 2025 audit. The audit divided business locations into the following categories:

- High street shopping - Village on Summer to Peisley Street (including Village on Summer, Orange Arcade, Orange City Centre and Centre Point Arcade) and Sale Street to Peisley Street on the Northern side of Summer Street (including Orange Central). The term “High Street” is loosely termed as the main street of a town, especially as the traditional site for most shops, banks, and other businesses.
- Secondary CBD – not considered as high profile but connected directly to the high street shopping zone.
- Fringe CBD – usually not connected directly to the high street shopping zone.

The business count for each of those categories is below:

TABLE 1 – Summary of CBD vacancies

Zone	Business Premises		Vacancies		Vacancy rate	
	Feb-25	Nov-25	Feb-25	Nov-25	Feb-25	Nov-25
High Street Retail Zone	250	248	34	25	13.6%	10.1%
Secondary CBD Zone	300	289	30	29	10.0%	10.0%
Fringe CBD Zone	53	53	4	5	7.5%	9.4%
Total	603	598	68	59	11.3%	9.9%
High St – no shopping centres	118	117	18	14	15.3%	12.0%

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 11 February 2026****4.4 November 2025 CBD Audit Results**

There is a variation between the premises counts between the February 2025 and November 2025. A key difference is in the bottom line of Tab 1. Last year it was reported that there were 125 premises on the high street (not including shopping centres). Unfortunately, there were six stores counted twice (Subway, Bed Bath 'N Table, Blue Illusion, Got It Discount Variety, Oscar Wylee, Just Jeans and Collins Bookstore). These stores were counted as a high street shop and also in the shopping centre counts as they are part of the shopping centre. This issue has now been rectified and the table updated to reflect the accurate February and November data.

Other factors that cause a change to the premises count include:

- Introduction of a new GIS system to Council that has better clarity to allow for identification of the address and business.
- Businesses taking over two shop fronts at the same time and consolidating two into one
- Additional small spaces being created in shopping centres.

As a comparison, a report to Bathurst Regional Council in July 2025 advised that in May 2025 the vacancy rate for their 512 ground floor level CBD premises was 14.0%, up from 12.7% in November 2024. The methodology used by Bathurst Council is most closely reflected by the high and secondary street premises in Orange, allowing for different CBD layout. Orange has 537 premises in the high/secondary street zone with 54 vacancies, a vacancy rate of 10.1% in November 2025.

The next audit will be conducted around April or May this year to bring the audits into a six-month cycle.

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 11 February 2026**

4.5 Launch of the Monitor Customer Relationship Management System
RECORD NUMBER: 2025/2648

AUTHOR: Tony Boland, Industry & Business Engagement Lead

EXECUTIVE SUMMARY

The Economic Development team, in conjunction with the Communications and Engagement team, have purchased the Monitor Customer Relationship Management (CRM) program. This system will allow staff to better monitor engagement with businesses, track potential investment and report on engagement activity.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy “11.1 Encourage and facilitate inward investment to grow the number of new inbound businesses to the city”.

FINANCIAL IMPLICATIONS

The system was purchased from an existing budget.

POLICY AND GOVERNANCE IMPLICATIONS

The usual policies on privacy and IT security apply.

RECOMMENDATION

That the Committee acknowledge the report on the Launch of the Monitor Customer Relationship Management System.

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council’s key risk categories and the following comments are provided:

Service/Project Delivery	The system has been launched, however there is an expectation that it will take up to 12 months to clean up the imported data.
Financial	The system has been purchased from within existing budget.
Reputation/Political	Nil.
Environment	Nil.
Compliance	Nil.
People & WHS	Nil.
Information Technology/ Cyber Security	The system has been verified as meeting all regulations applicable to local government including meeting our own internal requirements. The data will remain property of Orange City Council if we choose to not renew the subscription.

SUPPORTING INFORMATION

The Monitor CRM is specifically designed to meet the needs of economic development practitioners. As with most CRMs the program allows us to capture the details of the company and its contacts, interactions with the company and schedule future contacts.

The Monitor CRM also allows staff to “tag” businesses that have a collective issue or feature, such as a member of Business Orange or Orange 360 or they may be an event vendor. In addition, the program has a mapping system where we can identify businesses quickly in case of water, sewer or road issues that are part of Council remit. Once the data base has been cleansed, the businesses can be proactively contacted to advise them of any scheduled or unscheduled work in their area.

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 11 February 2026**

4.5 Launch of the Monitor Customer Relationship Management System

The database is initially loaded with all the businesses in the Orange area that are not trusts or other similar structures. This was over 4,200 businesses. There are several duplicates that have been removed as well as a number of new businesses created. There have been 98 businesses added and 198 businesses updated (as of 26/11/2025). Continuous updating and cleansing will occur to ensure the accuracy of the data. At this point it can be used for mailout campaigns, targeted marketing to individual industries or advice on available grant and training. Traditionally this has been managed by creating a spreadsheet which is time consuming and relies on a range of sources including Google and other staff members data.

The Monitor CRM will realise several efficiencies in the workplace. As indicated previously, the removal of the need to develop and maintain separate spreadsheets will significantly improve the staff ability to respond and contact businesses. In addition, the absence of a staff member will not mean an issue cannot be dealt with. Tracking of engagement between staff and businesses will allow other staff members to pick up the conversation where the last staff member left off.

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026
4.6 Amendment to Economic Development Community Committee Charter

RECORD NUMBER: 2025/2647

AUTHOR: Tony Boland, Industry & Business Engagement Lead

EXECUTIVE SUMMARY

At the start of each Council term a Charter is adopted for each of the Community Committees. Occasionally the Charter may require a review to better reflect the evolving needs of the Committee. Due to the growth in industry representatives on the Committee along with the types of roles that these people hold, it is not always possible to get 50% of the industry representatives to form a quorum. On 3 December 2025 the EDCC meeting failed to reach a quorum having only 6 industry representatives present with a minimum of 7 required to start the meeting. It is recommended that the meeting quorum requirements be amended to 5 industry/community representatives and 1 Councillor.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "15.1 Provide representative, responsible and accountable community governance".

FINANCIAL IMPLICATIONS

Nil.

POLICY AND GOVERNANCE IMPLICATIONS

Any changes recommended by the Committee will have to be adopted by Council.

RECOMMENDATION

That the Economic Development Community Committee Charter be amended to only require five (5) industry/community representatives and one (1) Councillor to form a quorum.

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council's key risk categories and the following comments are provided:

Service/Project Delivery	The change will better allow the meeting to meet quorum requirements and proceed with the business at hand rather than wait until another two months has passed.
Financial	There are no financial considerations.
Reputation/Political	The change will allow more meetings to proceed, ensuring community representatives are not attending the meeting for no outcome.
Environment	Nil.
Compliance	The change to the Charter will allow meetings to continue in circumstances where they might otherwise not proceed.
People & WHS	Nil.
Information Technology/ Cyber Security	Nil.

SUPPORTING INFORMATION

A copy of the amended Charter is attached. The amendment is on page 2 under the heading of Quorum. The proposed deletions and additions are highlighted in yellow.

.ATTACHMENTS

- 1 Economic Development Community Committee Charter 2025 - Amended December 2025, D25/146693

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026

Attachment 1 Economic Development Community Committee Charter 2025 - Amended December 2025

**COMMUNITY COMMITTEE CHARTER****ECONOMIC DEVELOPMENT**

D25/146693

Community Committees play a vital role in helping Council to make informed decisions about the actions taken. The program is a key driver in Council's community engagement 'collaborate' value, linking to item 15.3 - provide opportunities for widespread and quality engagement, and where appropriate, shared decision making of the Community Strategic Plan.

Purpose

To advise Council through recommendation, on the implementation of the economic development strategies contained within Council's delivery and operational plans, including initiatives, policies, projects and planning related to the Economic Development of the city.

To strengthen engagement between Council and community as identified in Council's Community Strategic and Engagement Plans, and to support a consultative and collaborative approach in the decision-making processes that impact the City of Orange, its people and surrounds.

The Committee does not have a role in the operational function of Council, and any recommendations made may be adopted, amended or declined. Operational Activities are the responsibility of the Chief Executive Officer and staff. Equally, where Council has adopted a Strategic Policy or Strategic Planning document, the Committee must observe the Council position as set out in that policy, plan or document.

Reports To***Regional & Economic Development Policy Committee***

Policy Committee are Council sub-committees designed to support increased engagement and ownership of Councillors in areas of interest and expertise, and to improve the decision making processes.

Responsibilities

To be aware of the needs of the community and ensure that this knowledge is reflected in its activities and recommendations to Council.

To develop and maintain a Community Committee Action Plan that is informed by the knowledge of members and the strategic priorities of Council to support recommendations made and activities undertaken.

The committee and its members must conduct themselves and their business in accordance with Orange City Council's Code of Conduct, Code of Meeting Practice and any procedures relating to Community Committees as approved by the Council.

Term

The Economic Development Community Committee shall dissolve at the General Election of Orange City Council. Council may dissolve the Committee at any time by resolution of Council.

Membership and Roles

- Chairperson – an elected Councillor
- Three Councillors including the Chairperson
- Committee Clerk (non-voting) – as nominated by the Chief Executive Officer
- Council staff (non-voting) – as nominated by the Chief Executive Officer
- One (1) Community member who is involved in Property Development/Sales

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 11 February 2026**

**Attachment 1 Economic Development Community Committee Charter 2025 - Amended
December 2025**

Membership and Roles cont.

- One (1) Community Representative from each economic cluster group being:
 - Health
 - Tourism
 - Education
 - Manufacturing/Engineering
 - Agribusiness
 - Mining

- One (1) Community Representative from relevant government or community agencies being:
 - Federal Member for Calare (not included in Quorum)
 - State Member for Orange (not included in Quorum)
 - Business Orange
 - NSW Department of Primary Industries and Regional Development (or equivalent)

Committee Clerk & Staff Members

The Chief Executive Officer will provide a Committee Clerk who is a sufficiently skilled Manager or Director who will be the representative of the Chief Executive Officer, and will exercise the functions of the Chief Executive Officer so far as they are relevant to the Committee and its Chairperson. The Committee Clerk will be responsible for the management of Committee correspondence, meetings, Agendas & Minutes.

Quorum

Majority of Minimum of five (5) community members and one Councillor.

Meeting Frequency

Bi-monthly (every 2 months), with specific meeting dates and times to be determined by the Committee.

Voting

All members have one vote only, including the Chairperson. In circumstances of an equality of votes, the matter is to be referred to Council (via the Policy Committee) for determination.

Reports and Recording

Matters to be considered by the Committee must be included in the agenda for the meeting, and must be provided in writing to the Committee Clerk at least ten (10) business days before the scheduled meeting.

An agenda will be distributed electronically to members at least one (1) week before a scheduled meeting.

Formal minutes of meetings of the Committee will be produced in accordance with Council's Code of Meeting Practice and will be produced by nominated staff members via InfoCouncil – Council's dedicated software program for the production of local council business papers.

Vacancies

Vacancies may arise during the term of the Committee. If a vacancy does occur, the Committee may invite an individual to join the Committee, or seek expressions of interest to fill the vacancy.

Relevant Policies and Documents

[Community Committee Member Information Pack](#)

[Orange City Council Code of Conduct](#)

[Orange City Council Code of Meeting Practice](#)

[Orange Community Strategic Plan](#)

[Delivery/Operational Plan](#)

[Asset Management Plan Strategy and Plans](#)

Copies of these and other documents are available on Council's website at www.orange.nsw.gov.au, from the Committee Clerk or the Council's Governance team.

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026

4.7 Economic Development Community Committee Action Plan 2025 - 2028
RECORD NUMBER: 2025/2649

AUTHOR: Tony Boland, Industry & Business Engagement Lead

EXECUTIVE SUMMARY

Council has noted the important role that Community Committees play in providing feedback and input into Council's operations. Committees can also offer ideas and suggestions to be considered as part of Council's Integrated Planning and Reporting framework, and related annual budget.

As a means of recording ideas, suggestions and activities made and undertaken by members, each Committee will develop and review on an ongoing basis an Action Plan.

This report provides the opportunity for the Committee to review the Action Plan and consider items to be added.

The Action Plans Review and Update will be a standard item at each meeting.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "11.2 Enhance opportunities for local business to grow and prosper".

FINANCIAL IMPLICATIONS

Items on the Action Plan will not necessarily be put into Council's program of works or budget. Rather, the Action Plan will be used by the Committee and staff to provide suggestions for Council's consideration and track specific tasks, projects or requests of the Committee.

Items may be short-term or long-term goals or activities that can be worked on over time.

POLICY AND GOVERNANCE IMPLICATIONS

Nil.

RECOMMENDATION

That the Economic Development Community Committee Action Plan be reviewed and updated.

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council's key risk categories and the following comments are provided:

Service/Project Delivery	Changes to the Action Plan may affect timelines or delivery of existing community initiatives.
Financial	New or updated actions may require additional funding or reallocation of existing resources.
Reputation/Political	Community expectations may be impacted if priorities shift or previously endorsed actions are removed.
Environment	Revised actions should consider environmental impacts and alignment with sustainability goals.
Compliance	Updates must align with Council policies, committee terms of reference and relevant legislation.
People & WHS	New or revised actions may introduce workload or safety considerations for volunteers and staff.
Information Technology/ Cyber Security	Digital updates to the Action Plan must ensure secure access and accurate version control.

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 11 February 2026**

4.7 Economic Development Community Committee Action Plan 2025 - 2028

SUPPORTING INFORMATION

An update to the Committee's Action Plan will be a standard item on every agenda for discussion and review.

The Committee Clerk will ensure the Action Plan identifies possible budget and resourcing implications, and how an item links to Council's Delivery/Operational Plan or could be proposed for future Delivery/Operational Plans.

ATTACHMENTS

- 1 Economic Development Community Committee Action Plan - 2025, D25/27683

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026
Attachment 1 Economic Development Community Committee Action Plan - 2025
COMMUNITY COMMITTEE ACTION PLAN
ECONOMIC DEVELOPMENT

D25/27683

ACTION OR PROJECT	COMMUNITY STRATEGIC PLAN REFERENCE	TASKS	RESPONSIBILITY OF	COST IMPLICATIONS	START DATE	END DATE	COMMENTS/PROGRESS	UPDATED
Affordable housing and housing availability are issues for the C'tee to monitor	5.2 Improve housing supply, diversity and affordability	Bring ideas or relevant information to the attention of the C'tee	Committee members	Nil	2/4/2025	Ongoing	Presentation on the Affordable Housing Strategy to occur at EDCC meeting of 11 February 2026 .	4/2/2026
Investigate options for reinstating the rail siding from East Fork to Ash Street	11.2 Enhance opportunities for local business to grow and prosper.	Find out from UGL if reinstatement of rail siding is feasible.	Staff	Nil	2/4/2025		Staff have been in touch with UGL and are still awaiting a response.	22/10/2025
Improve relocation collateral.	11.1 Encourage and facilitate inward investment to grow the number of new inbound businesses to the city.	Review websites and other collateral	Staff	Nil	2/4/2025	Ongoing	Staff are still working on overhauling all business development and relocation branding and collateral. A further review meeting was held 2/2/26. Some web pages updated in 2025 and 2026.	4/2/2026
Assess costs and viability of pod relocation	11.2 Enhance opportunities for local business to grow and prosper	Send a report to the ELT identifying opportunities	Staff	Unknown	2/4/2025	Ongoing	Staff are investigating potential alternative arrangements. Heritage and servicing arrangements will make relocation challenging. Now reviewing operational models.	4/2/2026

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026
Attachment 1 Economic Development Community Committee Action Plan - 2025

D25/27683

ACTION OR PROJECT	COMMUNITY STRATEGIC PLAN REFERENCE	TASKS	RESPONSIBILITY OF	COST IMPLICATIONS	START DATE	END DATE	COMMENTS/PROGRESS	UPDATED
Lobby NSW Govt on enhancing local (NSW) purchasing polices for projects and government departments, similar to those in other states.	11.2 Enhance opportunities for local business to grow and prosper	Lobby NSW Government Ministers and Cabinet to create a local (NSW) purchasing policy with minimum local content.	Council & Mayor for lobbying. Staff to provide a report	Nil	4/6/2025	Ongoing	The C'tee urge Councillors to lobby the JO and the NSW Govt to include minimum local (NSW made) materials and products in Govt contracts. Report was approved by ELT suggesting an additional category for locally owned and is currently with Finance Section for development.	4/2/2026
Saleyards Development Project	11.2 Enhance opportunities for local business to grow and prosper	Advise Committee of the timing of the Saleyards project when known	Industry & Business Engagement Lead	Money has been set aside in the budget.	4/6/2025	When known	Development transferred to Major Projects Office. Estimated timeline for sales is June 2026 at this point, but will be updated following the tender process for civil works.	4/2/2026

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026
Attachment 1 Economic Development Community Committee Action Plan - 2025

D25/27683

ACTION OR PROJECT	COMMUNITY STRATEGIC PLAN REFERENCE	TASKS	RESPONSIBILITY OF	COST IMPLICATIONS	START DATE	END DATE	COMMENTS/PROGRESS	UPDATED
Director of Development Services to attend next meeting	11.1 Encourage and facilitate inward investment to grow the number of new inbound businesses to the city.	Provide presentation on affordable housing and the Redleaf project	Director Development Services	Nil.	14/10/25		The Director was booked however he was on long-term leave. He will attend when he returns.	22/10/25
Council develop a convention centre and a permanent outdoor market space.	11.1 Encourage and facilitate inward investment to grow the number of new inbound businesses to the city.	That Council adopt a position whereby Council will become the proponent of a convention centre and a permanent outdoor market space.	To be considered.	Unfunded but it is likely to run into the tens of millions of dollars.	22/10/25		In adopting the Economic Development Strategy at the meeting of 7/6/2011, previous Councils have adopted a position whereby the Council has left the development of a convention centre and permanent market space to private industry. This action seeks to reverse the current position. A report is going to the Regional & Economic Development Policy Committee.	22/10/25

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 11 February 2026

Attachment 1 Economic Development Community Committee Action Plan - 2025



D25/27683

DELETED ITEMS HAVE BEEN MOVED TO D25/64674

SUPPORTING INFORMATION ON COMPLETING AND UPDATING THE ACTION PLAN
and otherwise as required.

This template is provided to assist in developing the action plan, and to provide consistency across all community committees.

Action/Project: The general activity or project that the committee is providing advice and information on for Council, or is going to undertake themselves.

Community Strategic Plan Reference: The Community Strategic Plan is Council's chief planning document. It outlines the aspirations and needs of the Orange community and is a 10-year plan to guide Council and community activity. Linking activities to the goals outlined in this plan helps keep everyone working toward the same vision.

Tasks: These are the individual tasks that need to be undertaken to complete the action or project successfully. There may only be one task, or there may be several tasks included in a project.

Responsibility of: Is this an action or project that Council and its staff are responsible for, or is this something the community committee is going to undertake?

Cost Implications: Are there any costs involved with the project? If any recommendations are being made that impact the already approved Council budget, this needs to go to a full general Council meeting for discussion and resolution.

Start and End Dates: Some activities will be short term activities, some will be for a much longer period, perhaps even across the entire Council term. Providing start and end dates gives the committee (and Council) a timeline and targets to work towards. Dates can always be adjusted as needed.

Comments/Progress: Any time there is movement or progress regarding an action or project, it is recorded to keep track of where it is up to and what needs to happen next.

Updated: Record the date of when the last changes to an activity or project were made. This will help identify any projects or initiatives that may have stalled and need action to be moved along.