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beaches  
council

Economic & Smart Communities  
Strategic Reference Group

# MINUTES

## **ECONOMIC AND SMART COMMUNITIES STRATEGIC REFERENCE GROUP**

held via Teams on

**WEDNESDAY 17 FEBRUARY 2021**

## **Minutes of the Economic and Smart Communities**

### **Strategic Reference Group**

**held on Wednesday 17 February 2021**

**via Teams**

**Commencing at 6:02pm**

#### **ATTENDANCE:**

##### **Members**

Cr Sue Heins

Saul Carroll

Andy West

Stuart White                      Microsoft Australia

Drew Johnson                      Manly Business Chamber

Peter Middleton                      Newport Residents Association

Ngaire Young                      Northern Beaches Campus, TAFE NSW

Geri Moorman

Gordon Lang

Alexander Coxon

Stephen Pirovic                      International College of Management

Chris Wilcocks

##### **Council Officer Contacts**

Kath McKenzie                      Executive Manager, Community Engagement & Communications

Katie Kirwan                      Senior Advisor – Governance

Deb Kempe                      Team Leader Economic Development & Tourism

Phil Jemison                      Manager Strategic & Place Planning

Ben Fallowfield                      Resilience & Emergency Management Coordinator

Felicity Shonk                      Planner

##### **Visitors**

David Attwood                      Ethos Urban

Lee Cikuts                      Ethos Urban

*Note: In the absence of Mayor Regan, Councillor Heins assumed the Chair.*

## **1.0 ACKNOWLEDGEMENT OF COUNTRY**

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As a sign of respect, Northern Beaches Council acknowledges the traditional custodians of these lands on which we gather and pays respect to Elders past and present.

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## **2.0 APOLOGIES**

Mayor Michael Regan and Matthew Adderton.

## **3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST**

There were no declarations of pecuniary or non-pecuniary conflicts of interest.

## **4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**

### **4.1 MINUTES OF ECONOMIC AND SMART COMMUNITIES STRATEGIC REFERENCE GROUP MEETING HELD 18 NOVEMBER 2020**

#### **CONFIRMED**

That the Minutes of the Economic and Smart Communities Strategic Reference Group meeting held 18 November 2020, copies of which were previously circulated to all Members, are hereby confirmed as a true and correct record of the proceedings of that meeting.

## **5.0 UPDATE ON ACTIONS FROM LAST MEETING**

### **5.1 ACTION LOG UPDATE - KATH MCKENZIE**

#### **DISCUSSION**

Kath McKenzie, Executive Manager Communications and Community Engagement provided members with the following update on actions:

ITEM NO.	ACTION	UPDATE
5.1	Circulate Agenda and Minutes for the Glen Street Theatre former restaurant site Council Meeting decisions.	Links provided in Minutes of November 2020 meeting.
6.2	Provide an update to the SRG on	Director Planning & Place and Director

	Smart Beaches	Environment & Sustainability are looking into this request.
6.3	Share link to Council Meeting papers with the DMP	Emailed to members on 19 November 2020.

## 6.0 AGENDA ITEMS

### 6.1 NORTHERN BEACHES RESILIENCE STRATEGY - BEN FALLOWFIELD

#### DISCUSSION

Ben Fallowfield, Resilience and Emergency Management Coordinator provided members with an overview of the concept of resilience, and what that means for our community and Council. See *attachment 1*.

B Fallowfield advised members that Council is developing a resilience strategy and provided an approximate timeline of the development and consultation of the strategy.

B Fallowfield noted that invitations to participate further in the consultation phase will be sent in due course, and encouraged members to participate.

### 6.2 BUSINESS SUPPORT SERVICE - DEB KEMPE

#### DISCUSSION

Deb Kempe, Economic Development & Tourism Team Leader provided members with an overview of the newly established Business Support Service. The purpose of the service is to provide a one stop shop concierge service to local businesses, to manage their enquiries within Council.

D Kempe provided a brief history on the development of the service, noting it was following a [Mayoral Minute](#) put to Council in November 2020, influenced by members of the SRG. D Kempe highlighted the following points:

- The service was launched on 5 January 2021
- It has received approximately 150 enquiries to date
- Most of the enquiries received have been in relation to NSW Government cash grants and COVID-19 Public Health Order restrictions

D Kempe advised that the recent announcement of a support package by the NSW Government has caused a significant upswing in calls to the service, noting the majority of those calls were seeking financial assistance.

Members commended Council on this initiative.

#### ACTION

Staff to provide data on the number of calls received and how many of those calls were returned within 24 hours.

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## DECISION

That the Economic and Smart Communities Strategic Reference Group request Council advocate for the widening of the eligibility criteria for the NSW *Dine and Discover* initiative, to benefit Northern Beaches small businesses.

### 6.3 DESTINATION MANAGEMENT PLAN - UPDATE ON OUTCOMES OF PUBLIC EXHIBITION – KATH MCKENZIE

#### DISCUSSION

Kath McKenzie, Executive Manager Community Engagement & Communications provided members with an update on the draft Destination Management Plan (the Plan) and the supporting COVID-19 Recovery Plan – see *attachment 2*. She noted the following highlights:

- The draft plan was placed on exhibition in November 2020
- The outcome of the public exhibition will be reported to Council in March 2021
- Engagement feedback
- Re-imagining of all council events. Must be aimed at driving visitation is a multi-day event, and bespoke lunch. Collaborating with accommodation suppliers and the ferry companies to create packages for an overnight stay, primarily for a lunch but then a sunset cruise, or SUP or yoga. A lot of reluctance from regional NSW to come to Sydney at this time.
- Report due back to Council in March.

There was broad discussion on the perception that residents in the northern area of the LGA seem more reluctant to embrace tourism. It was noted that not all residents in that area are reluctant, but it was something that needed to be managed responsibly in a way that protects residents and the environment. K McKenzie noted that the focus of the Plan is not to drive the numbers of visitors to the area, but to increase their spend whilst there.

*Note: Post meeting it was decided that the report will now be presented at the April Council meeting.*

### 6.4 BROOKVALE STRUCTURE PLAN UPDATE - PHIL JEMISON

#### DISCUSSION

Phil Jemison, Manager Strategic Planning and Place introduced David Attwood and Lee Citkus of Ethos Urban Planning Consultants.

P Jemison provide members with a brief history of the development of structure plan, noting it originated in 2015 as the result of [Mayoral Minute](#) regarding the lack of planning framework in place for Brookvale.

David Attwood provided members with a presentation on the development of the structure plan so far, and provided an update on its current status – *attachment 3*.

There was broad discussion with members, and members provided the following feedback:

- Difficulties for access to the area to the rear of Warringah Mall and a need to make this more pedestrian friendly, nothing better access to John Fisher Park would be beneficial.
- Members noted the mix of interested parties and the subsequent difficulties this causes. Brookvale needs a 'heart' to bring the other areas together.
- It needs a cultural focus – a creative, artistic sub-culture that would rival Newtown.
- A two sided model of development: one side of Pittwater Road to be commercial, the other side more green space and recreation.

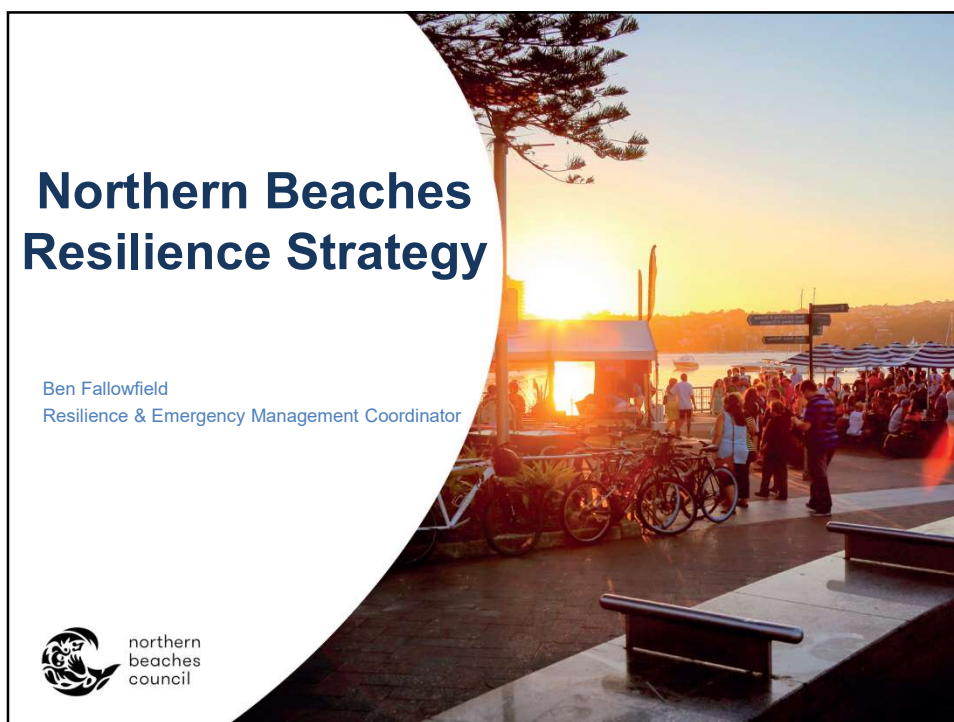
P Jemison thanked members for their feedback.

## SUMMARY OF ACTIONS

ITEM NO.	ACTION	RESPONSIBLE OFFICER	DUE DATE
6.2	Staff to provide data on the number of calls received and how many of those calls were returned within 24 hours.	Deb Kempe	ASAP

*The meeting concluded at 8:11PM*

This is the final page of the Minutes comprising 6 pages numbered 1 to 6 of the Economic and Smart Communities Strategic Reference Group meeting held on Wednesday 17 February 2021 and confirmed on Wednesday 19 May 2021



# What is Resilience?

*The capacity of individuals, communities, businesses and systems to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience*



## Stresses

Challenges that weaken the fabric of a city on a day to-day or cyclical basis	Health Services Demand	• Increased rate and distribution of chronic illnesses and mental well being
	Social Cohesion	• Complex issue with many interconnected influences
	Housing Affordability	• Decrease in housing affordability and diversity of housing supply
	Transport Diversity	• Unequal access to multimodal transport options
	Employment Diversity	• Employment opportunities are failing to respond to a changing workforce.
	Geographic Inequity	• Rising income disparity and unequal access to service & infrastructure
	Drug/Alcohol Abuse	• Pressure on society with an increase in domestic and drug and alcohol related crime





## Shocks

Sudden events that threaten a city.	<b>Extreme Weather Event</b>	• Natural hazards are more frequent and intense
	<b>Financial Crisis</b>	• Failure of a major financial mechanisms or institution
	<b>Pandemic</b>	• Rapid and massive spread of infectious diseases
	<b>Critical Infrastructure</b>	• Failure of critical infrastructure that our community rely upon
	<b>Water Crisis</b>	• Drought and water contamination concerns
	<b>Information &amp; Communications</b>	• Failure of critical information infrastructure and networks
	<b>Cyber Attack</b>	• Emerging risk with the potential wide spread effects
	<b>Terror Attack</b>	• Terror attacks have emerged over the past decade as a significant risk for cities and their communities



## What does a resilient community look like?

<b>Understands Risk</b>	• Our community understands risks that may affect them and others
<b>Prepared</b>	• Our community is prepared and has plans in place to deal with crisis
<b>Collaborates</b>	• Working in partnership to overcome crisis & adversity
<b>Participates</b>	• The volunteer and community service sector is strong and valued
<b>Demonstrated Leadership</b>	• Resilience outcomes are embedded in decision making
<b>Plans for the future</b>	• Communities are designed to reduce or avoid risks from known hazards, promote connectedness and affordable housing options
<b>Recovers quickly</b>	• Services, infrastructure and functioning of our community is restored quickly following significant disruption
<b>Supports those in need</b>	• Our community looks after those in need, and understands that support will be offered to the most vulnerable in the first instance

[National Strategy for Disaster Resilience](#)



## Resilience Themes

### Community Resilience

Communities,  
Groups &  
Individuals

Environment

Local  
Economy

Infrastructure  
& Planning

### Organisational Resilience

Workforce

Environment

Finance

Infrastructure  
&  
Assets

Technology

Land Use  
Planning

Services



## Proposed Engagement



## Proposed Timeframe

Phase	Action	Description	Approx. Timeframe
Phase 1	Project Planning & Background Research	<ul style="list-style-type: none"> <li>Review of existing information</li> <li>Develop project plan</li> <li>Develop engagement strategy</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>
Phase 2	Community and Stakeholder Engagement	<ul style="list-style-type: none"> <li>Targeted community and stakeholder engagement</li> <li>SRG engagement</li> </ul>	<ul style="list-style-type: none"> <li>March - April</li> </ul>
Phase 3	Public Exhibition	<ul style="list-style-type: none"> <li>Public consultation</li> <li>Review of submissions</li> </ul>	<ul style="list-style-type: none"> <li>July - August</li> </ul>
Phase 4	Adoption and Implementation	<ul style="list-style-type: none"> <li>Strategy adoption by Council</li> <li>Commence actioning implementation plans</li> </ul>	<ul style="list-style-type: none"> <li>Adoption - September/October</li> <li>Implementation - ongoing</li> </ul>



Thank you



## **Destination Northern Beaches: *Creating a sustainable visitor economy***

February 2021



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## **Open for feedback**

- Destination Northern Beaches (Destination Management Plan): Creating a sustainable visitor economy
- Destination Northern Beaches COVID Recovery Plan



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## The position statement

The Northern Beaches is an extraordinary destination offering world-class beach and bushland experiences, with vibrant villages that reflect our contemporary coastal lifestyle.



## The goals

- Offer a clear a unique position statement
- Enhance visitor servicing
- Improve visitor digital connectivity
- Attract higher yield visitors
- Increase visitors length of stay
- Promote visitation across the seasons and throughout the region.



## The key focus areas

- Destination management
- Destination marketing



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### Two-Year Visitor Economy Recovery Plan

COVID-safe

Rebound to  
Recover

Driving new  
business

#### High-level Goals:

1. Build awareness of a single, unifying identity for Sydney's Northern Beaches
2. Transition from day-visitors to overnight visitors and encourage greater regional dispersal
3. Increase yield, length of stay and repeat visitation
4. Address seasonality - increase visitation during low and shoulder seasons
5. Increase awareness of the core proposition and offering of the Northern Beaches (Extraordinary experiences in a vibrant, nature-based and wellness setting)
6. Respond to COVID-safe practices and resulting market trends, desires or expectations

#### SHIFTING DEMAND

- One voice - reinforce unifying Northern Beaches identity while maintaining personality of places & precincts
- Create and distribute remarkable content - safe, simple & compelling - enable access for businesses to access & share
- Implement a Visiting Friends & Relatives (VFR) program - local loyalty + reconnect
- Implement a destination campaign focused on higher-yield markets
- Implement a mobile Visitor Information Service for peak periods
- Reimagine Manly VIC and services - create a single multi-channel contact centre
- Develop a business partnerships model
- Reform digital distribution of content & implement always-on digital advertising
- Implement digital and technology reforms for contemporary markets

#### STRENGTHEN SUPPLY

- Develop and promote COVID-safe experiences and itineraries
- Reform the regulatory and approvals process and ease social restrictions to encourage greater outdoor dining and experiences to enable vibrant communities and spaces
- Opportunities for customer-centric demand management initiatives
- Small scale and boutique events, workshops and masterclasses linked to itineraries to increase length of stay
- Revitalise key precincts in a staged approach, trialing initiatives in line with COVID-safe practices & reinforce vibrant sense of place eg outdoor dining
- Encourage investment in accommodation (including Council-owned or managed assets)
- Opportunities for bike share and e-bikes

#### CAPABILITY OF INDUSTRY

- Immediate focus on capability and preparedness for COVID-safe practices and increased demand over the summer season, including advice on best practice and customer service techniques
- Strengthen industry networks to enhance collaboration
- Survey to benchmark demand for tourism and hospitality services
- Beyond 2021, develop a comprehensive, tailored and responsive industry capability development program with opportunities for mentoring



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## COVID Recovery Plan 2020-2022

Survey of local tourism operators September 2020:

- 84% 'majorly' or 'severely' impacted
- 33% of businesses, sales revenue down 50-75%
- Further 31% citing sales revenue down 25-50%.

Key areas of support needed:

- 1) Identification of new source markets
- 2) Marketing and promotions to tap into the increasingly important 'local' market.



## Engagement feedback

Total engagement from Your Say:

- 7,808 unique visits to Your Say page
- 267 total submissions
  - 22 x Tourism industry
    - 124 x Favourable resident submissions
    - 97 x Unfavourable resident submissions (mostly from the northern area)
    - 2 x Chambers of Commerce & Resident Group submissions
    - 6 x Internal Stakeholders: (Planning, Environment, Sustainable Waste education, CEC, Open Space & Recreation Planning)
    - 9 x Mixed submissions
    - 7 x Out of project scope



## Key themes and issues

- 90% support improving mountain biking to compete with places like Tasmania as a biking destination.
- Unfavourable submissions concerned about traffic, infrastructure, over development, parking, environment, transport and hospitals.



## What people would like more ...

### Experiences like ...

- Road & mountain biking
- Indigenous tourism
- Nightlife beyond Manly
- Nature experiences
- Dog friendly beaches
- Walking
- Boating
- Events
- Food and beverage

### Infrastructure ...

- Affordable accommodation
- Transport / connectivity
- Parking
- Facilities, toilets

### Marketing & PR ...

- Itineraries
- Advertising





## What they don't like ....

- Noise
- Late night venues
- Airbnb
- Over crowding
- Tourists
- Threat to environment
- Impact on local villages
- No parking
- No backpackers
- Traffic
- Housing density
- Manly overloaded
- Pollution



## Next steps:

- Engaging the tourism industry
- Responding to community issues
- Marketing and promotions  
– Dine and Discover / Love it Like you mean it/ Taste of the Beaches
- Report back to Council  
March 2021.





## Purpose

1. to provide a project update
2. to present our draft thinking on the revised structure plan



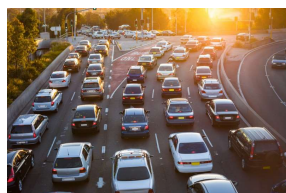
## Structure Plan exhibition 2017



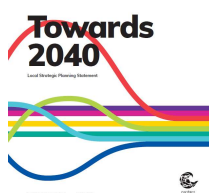
Issues raised:

- 1) traffic & transport
- 2) housing density (more uplift, increase heights)
- 3) housing affordability
- 4) job growth & protect industrial lands
- 5) more landscaping, open space, public domain amenity

## What has happened?



Greater Sydney  
Commission



## Employment Study

- **Establish a high amenity Commercial Core** to cluster professional employment in close proximity to the Mall and B-line with quality office stock that meets the diverse needs of our growing cohort of small professional businesses and remote workers.
- **Co-locate regionally focused social infrastructure** to compliment the regional function and amenity of Warringah Mall, supporting vibrancy in Commercial Core.
- **Protect and Manage Industrial land** while supporting industry to transition and adapt to growth opportunities including Advanced Manufacturing.
- **Re-focus the role of Brookvale and develop a place brand** that emerging innovative and creative businesses would be attracted to, prioritising high skilled employment, leveraging the history of Innovation in Brookvale and our vibrant local community of over 33,000 businesses.



## Draft thinking so far...

- revised vision and aspirations
- 6 x development principles to inform location of future growth (housing, employment, building heights)



## Vision and Aspirations

*Nestled in its unique coastal and bushland environment, Brookvale will be a vibrant, accessible and enlivened place. It will fulfil its role as an employment-focused centre, supporting the local economy with opportunities that are proudly diverse, innovative and creative. The centre will be a liveable and sustainable place supported by activity, public spaces, and community services that embrace parts of Brookvale's gritty character and unique environmental qualities that will be highly valued by employees, residents and visitors.*



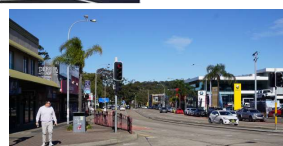
## Point of departure

### Pittwater Rd – highway vs. high street



Previous Structure  
Plan Render 2017

Today



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## Revised development principles

### Ethos Urban (2020):

- 01 Distinguish Brookvale's Employment Lands
- 02 High Amenity Core
- 03 Cultivating Spaces for People to Connect, Create and Learn
- 04 Creating a Walkable Grid
- 05 Integrating the B-Line; and
- 06 Linking the Environment

### Hames Sharley (2017):

- 01 Recognise the importance of Brookvale's employment lands to the Northern Beaches
- 02 Create green links and green destinations
- 03 Leverage the B-Line; and
- 04 Activate the Brookvale Town Centre.



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## 01 Distinguish Brookvale's Employment Lands

- importance of employment lands
- protect and manage industrial land
- establish commercial core at B-line and Cross Street
- blend creative industries hub into a focused area and build upon existing character
- integrate Westfield
- create appropriate interfaces



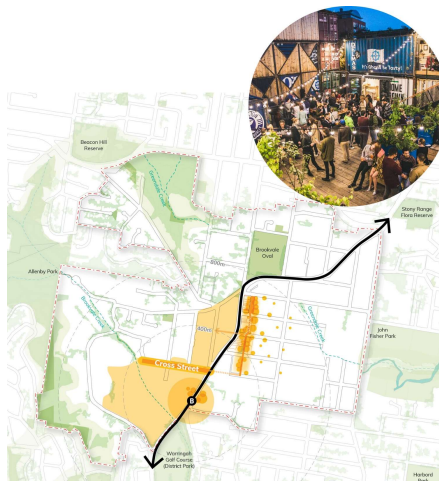
## 02 High Amenity Core

- transfer mixed-use away from eastern edge of Pittwater Road
- re-imagine Cross Street as a 'High Street'
- shift the core towards B-Line stop where there can be a concentrated cluster of activity
- replace industrial along northern edge of Cross Street with employment uses (Commercial Core)



### 03 Cultivating Spaces for People to Connect, Create and Learn

- three typologies
- establish a Creative Hub linked by laneways whereby like-minded businesses can cluster
- consolidate/co-locate community services around the B-Line stop.
- creation of a retail high street
- **activation** - street scape elements and public art, programmed events, one offs.
- **programming and management framework** - importance of planning and ongoing council involvement , partnership with non-for-profit, competitions, grants etc.



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### 04 Creating a Walkable Grid

- greater permeability of town centre grid
- 300mx100m to turn into 100x100m
- large lots to facilitate the delivery of through block links
- only one genuine crossing at Cross Street
- limited crossings of Pittwater Road (grid offset)
- improve public domain and legibility of crossing at key intersections

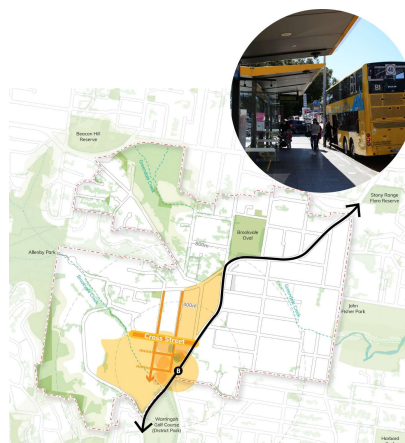


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## 05 Integrating the B-Line

- Warringah Mall to stitch into the existing grid by activating Pittwater Road and providing linkages
- intensification of land uses around stop
- delineate commercial core in Cross Street from retail/mall activities
- opportunity for new square, park or plaza as well as community facilities west of the B-Line
- opportunity for local bus routes to stop along Cross Street – activation



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## 06 Linking the Environment

- natural topography and flow of creeks is east-west
- Cross street to become a green boulevard applying principles of WSUD – anchor open space
- smaller connections east-west – further linking the bush to the beach
- increased green canopy - opportunistic planting throughout Brookvale where there is sufficient space of new development
- encourage redevelopment to engage with the creek as a key source of workplace amenity
- Pittwater Road connection



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## Feedback?

