



northern  
beaches  
council

Economic & Smart Communities  
Strategic Reference Group

# MINUTES

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

held in the Flannel Flower Room, Civic Centre

**WEDNESDAY 19 MAY 2021**

**Minutes of the Economic and Smart Communities  
Strategic Reference Group  
held on Wednesday 19 May 2021  
in the Flannel Flower Room, Civic Centre  
Commencing at 6:00pm**

**ATTENDANCE:**

**Committee Members**

Mayor Michael Regan  
(Chair)

Cr David Walton

Cr Sue Heins

Cr Stuart Sprott

Andy West

Peter Middleton                      Newport Residents Association

Ngaire Young                        Northern Beaches Campus, TAFE NSW

Gordon Lang

Alexander Coxon

Stephen Pirovic                      International College of Management

Matthew Adderton

Chris Wilcocks

**Council Officer Contacts**

Kath McKenzie                      Executive Manager, Community Engagement &  
Communications

Deb Kempe                            Team Leader Economic Development Coordinator

Phil Devon                            Manager Transport Network

Lesley Milbourne                    Manager Governance

**Visitors**

Nathan Pratt                        NDP Economic Development

***NOTE:** Councillor Heins assumed the position of Chair for the meeting.*

## **1.0 ACKNOWLEDGEMENT OF COUNTRY**

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.

## **2.0 APOLOGIES**

Apologies were received from Geri Moorman, Drew Johnson, Saul Carroll and Stuart White

## **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 17 FEBRUARY 2021**

#### **CONFIRMED**

That the Minutes of the Economic and Smart Communities Strategic Reference Group meeting held 17 February 2021, 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**

#### **UPDATE**

MEETING DATE	ITEM NO.	REPORT	ACTION	UPDATE
17 Feb 2021	6.2	Business Support Service	Provide data on the number of calls received and how many of those calls were returned within 24 hours.	150 calls to date - all responded to within 24 hours

## 6.0 AGENDA ITEMS

### 6.1 SMART PARKING – PHIL DEVON

#### DISCUSSION

Phil Devon, Manager Transport Network provided members with a brief update on the following smart parking initiatives:

#### PARK'nPAY

P Devon provided members with a brief overview of the app and noted the following features:

- The app allows people to pay for parking on an app instead of a meter
- It knows how many metered parking spaces there are in the LGA
- It knows the time parameters for metered parking so won't allow you to pay when free parking is in place
- You cannot top up past the restrictive time.

View the PARK'nPAY app [here](#), and the promotional video can be viewed [here](#).

P Devon noted that the only parking locations not available to check via the app are those at Whale and Bilgola beaches due to the lack of network coverage.

There was discussion around incorporating the parking permits into the system, and what benefit this app is to someone who already holds a beach parking permit. P Devon noted that the concept is to allow people to check parking anywhere and as a result, perhaps encourage people to change their mode of transport.

#### Smart Parking

P Devon noted that the target date for the roll out of sensors in the following locations is July/August:

- Manly Beach
- Shelly Beach
- Clontarf Beach
- Battle Boulevard
- Little Manly carpark

With regard to the proprietary technology for the sensors, it was noted that cameras were not suitable as a means of monitoring due to the corrosive environment of the beachfront. Instead, Council is looking into the use of AI and embedding sensors into each space.

A further update will be provided when the initiatives are fully implemented.

## 6.2 DESTINATION MANAGEMENT PLAN UPDATE - DEB KEMPE

### UPDATE

Following extensive community feedback on the draft DMP, an updated DMP has been developed with a stronger focus on destination management and marketing, with a clearer strategic aim around sustainably growing the visitor economy in balance with protecting our environment and community aspirations.

Council sought SRG members' feedback on the draft key directions via this workshop, particularly the prioritising of actions in the plan, KPIs and performance measures/metrics.

Copies of the presentation were handout out (*Attachment 1*).

### DISCUSSION

Discussion included the challenges of how to: ensure the plan is strategic; ensure engagement with sections of the community who are less vocal than others; embrace opposing views of the appropriate level of visitation; address the effect of COVID-19; and measure success.

### ACTION

1. K McKenzie will share Destination NSW videos with members.
2. K McKenzie will collate feedback and advise SRG members of amendments to the plan prior to submission to Council.

## 6.3 ECONOMIC DEVELOPMENT STRATEGY - DEB KEMPE

### UPDATE

Nathan Pratt of NDP Economic Development, engaged by Council to prepare the Economic Development Strategy (EDS), presented to the group.

It was noted that this SRG provided preliminary input to the EDS through a workshop on the challenges and opportunities to supporting local economic development in October 2020, resulting in a short discussion paper presented back to the SRG at the November 2020 meeting.

Wider business engagement is now being undertaken to inform the EDS development. Tools being used include:

- Site visits
  - undertake site visits to key business precincts (Brookvale, Dee Why, Manly, Mona Vale, Warriewood and Frenchs Forest) to observe existing industry mix, business conditions and opportunities
- Interview business leaders
  - 1:1 interview with business chambers and organisations, large employers and education institutions to gain a deeper understanding of their aspirations for the economic development of the region and the barriers to achieving these.
  - identify key focuses/themes for the strategy
  - insights from the interviews will inform development of the Business Survey Business

### Survey – Business Confidence and Retention/Expansion

- online survey aiming to collect 150-200 responses across the region, building on NDP Economic Development's Vibe Survey
- enable wider business engagement and create an understanding of business confidence and aspirations.

In particular, SRG members' feedback was sought on the process for engaging the business community in developing the strategy and specifically recommendations for:

- business leaders and industry stakeholders for 1:1 interviews
- scope of the business survey and how to encourage businesses to participate.

### DISCUSSION

There was discussion prompted by the question 'What should the Northern Beaches EDS be about?' Issues included: the large percentage of residents who need to leave the beaches for work (however COVID working from home requirements will have a positive impact on this); housing affordability, the importance of infrastructure and connectivity; the need for work and innovation hubs (and statistical analysis to support decision making on this); higher education availability; and latent potential and capital for start-ups.

In response to the question, 'What are some of the common misconceptions about the NB economy?', there was discussion about: branding; how to address potential constraints to, and retain, growing industries; staffing and freight logistics; supporting and educating small businesses; 'hidden' small businesses not well connected to chambers of commerce or Council and the support available to them; and telling the history and story of Northern Beaches businesses.

Members discussed and offered interviewee suggestions. N Pratt asked that individual members email details to him.

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### ACTION

1. D Kempe will circulate N Pratt's contact details to SRG members.
2. SRG members will provide their feedback and names of suggested interviewees to N Pratt. Members to flag with their suggested interviewees that their names have been put forward.

## 7.0 GENERAL BUSINESS

Nil.

### SUMMARY OF ACTIONS

ITEM NO.	ACTION	RESPONSIBLE OFFICER	DUE DATE
	1. K McKenzie will share Destination NSW videos with members.	K McKenzie	ASAP
6.2	2. K McKenzie will collate feedback and advise SRG members of amendments to the plan prior to submission to Council.		

1. D Kempe will circulate N Pratt's contact details to SRG members. D Kempe ASP
- 6.3 2. SRG members will provide their feedback and names of suggested interviewees to N Pratt. SRG members  
Members to flag with their suggested interviewees that their names have been put forward.

*The meeting concluded at 8:34pm*

This is the final page of the Minutes comprising 7 pages numbered 1 to 7 of the Economic and Smart Communities Strategic Reference Group meeting held on Wednesday 19 May 2021 and confirmed on Wednesday 18 August 2021

# Destination Management Plan SRG workshop

Economic & Smart Communities SRG  
19 May 2021

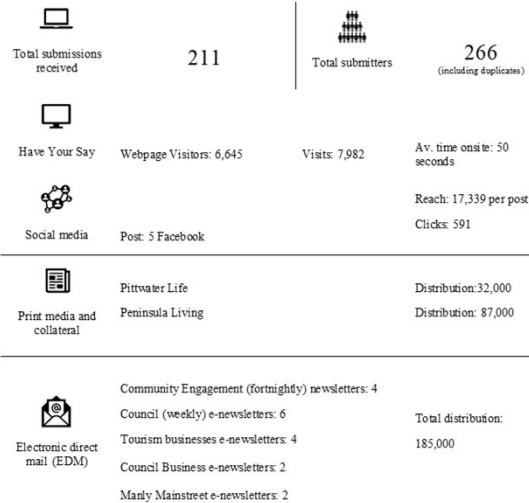


## Consultation process





# Engagement snapshot



## Key themes from consultation

- Impact of increasing visitor numbers.
- Pressure on transport and parking.
- Impact on the natural environment.
- Limited range of visitor accommodation and impacts of short-term holiday lets
- Opportunities to improve recreational facilities for road and mountain biking.
- Targeted marketing, promotion and digital visitor servicing.
- Lack of strategic intent, what are we aiming for?
- Need for destination identity/ brand.
- Document hard to read, use of verbs, strategy on a page.
- Need for detailed performance measures/ metrics.
- Need to hero Manly and encourage dispersal.



# Destination Northern Beaches: A plan for creating a sustainable visitor economy

## What's changed?

- Structure of the plan
- Creation of a clear strategic intent
- Inclusion of performance measures in line with DNSW
- Revised detailed action plan.

## Updated contents/ sections:

- Destination analysis
- Stakeholder and community engagement
- The strategy
- Delivering the plan
- Action plan: *Recover – Rebuild – Drive new business.*



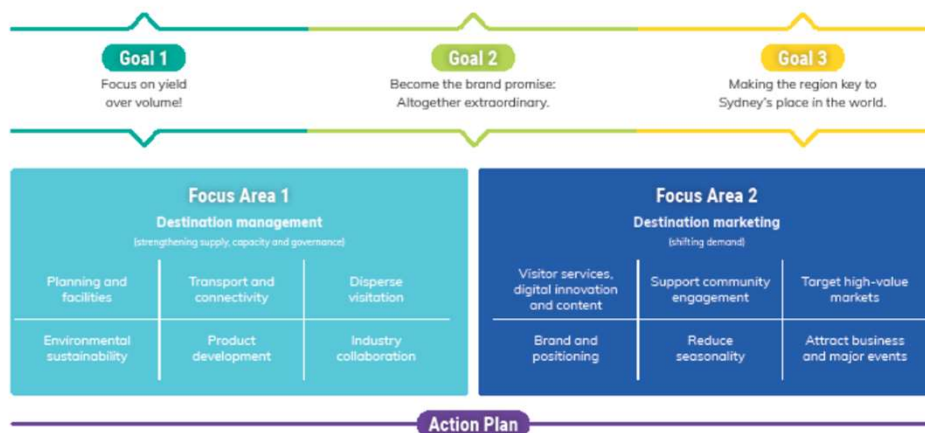
## Strategy on a page

### Strategic aim

We will balance developing a sustainable visitor economy with managing the impact of visitation. As destination managers we will protect our region and its key attributes, preserve our natural environment and uphold our community's way of life.

### Destination stretch target

To double visitor spending over the next 5 years to 2026, bringing it in line with the Greater Sydney growth rate.



Council will collaborate and lead a broad industry and stakeholders Destination Management Group



## Destination management: key focus areas

Focus area	Example Action
Industry collaboration	Create an industry based tourism group (Destination Management Group)
Planning and facilities	Through LEP Review and Manly Place Plan identify opportunities for tourism development
Transport and connectivity	Implement smart technology to manage parking (Park n' Pay)
Disperse visitation	Plan for new off-road cycling facilities and promote hinterland experiences
Product development	Develop Aboriginal cultural tourism and nature-based experience accommodation
Environment sustainability	Promote sustainable tourism through Council's Sustainable Business Network



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## Destination marketing: key focus areas

Focus area	Example Action
Visitor Services, Digital Innovation & Content	Develop a Visitor Servicing Strategy and dedicated destination website
Brand & Positioning	Develop a destination brand identity building on the Northern Beaches place brand and distinct character of our villages
Reduce Seasonality	Implement an off-season campaign targeting VF&R
Attract business & major events	Develop and support multi-day events and encourage midweek b-leisure travel market
Support Community Engagement	Survey community sentiment as part of visitor survey
Target high-value markets	Target 'Active 55+' and 'Contemporary female travellers' markets



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# Destination Northern Beaches Workshop

A plan for creating a sustainable visitor economy.

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## Workshop- Breakout Session 20 mins

1. Destination Management (Banksia Room)
  2. Destination Marketing (Flannel Flower Room)
- *What are the key actions to achieving in the focus areas to achieving the goals and strategic aim?*
  - *What will success look like for these key actions and how can we best measure the actions?*



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# Reconvene and report back.

