



AGENDA

ECONOMIC AND SMART COMMUNITIES STRATEGIC REFERENCE GROUP

Notice is hereby given that a meeting of the Economic and Smart Communities Strategic Reference Group will be held online via Zoom on

WEDNESDAY 17 NOVEMBER 2021

Beginning at 6:00pm for the purpose of considering matters included in this agenda.

Committee Members

Mayor Michael Regan (Chair)

Cr Sarah Grattan

Cr Sue Heins

Cr Stuart Sprott

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

Matthew Aderton

Chris Wilcocks

Council Officer Contacts

Lisa Dowsett Acting Executive Manager, Community Engagement & Communications

Tamara Lukic Governance

Quorum

A majority of members including the Chair or one of the elected Councillors.

**Agenda for Economic and Smart Communities
Strategic Reference Group Meeting
to be held on Wednesday 17 November 2021
online via Zoom commencing at 6:00pm**

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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

All members are expected to attend the meetings or otherwise tender their apologies to the Chair and Governance at councilmeetings@northernbeaches.nsw.gov.au.

3.0 DISCLOSURES OF INTEREST

Members should disclose any "pecuniary" or "non-pecuniary" interests in matters included in the agenda. The [Northern Beaches Council Code of Conduct](#) (the Code) provides guidance on managing conflicts of interests.

A **pecuniary interest** is defined in Section 4 of the Code as:

A pecuniary interest is an interest that you have in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to you or a person referred to in clause 4.3.

A **non-pecuniary conflict of interest** is defined in Section 5 of the Code as:

A non-pecuniary conflict of interest exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your official functions in relation to a matter.

If you required further information or guidance about disclosing an interest please contact Governance at councilmeetings@northernbeaches.nsw.gov.au.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

4.1 MINUTES OF ECONOMIC AND SMART COMMUNITIES STRATEGIC REFERENCE GROUP MEETING HELD 18 AUGUST 2021

RECOMMENDATION

That the minutes of the Economic and Smart Communities Strategic Reference Group meeting held 18 August 2021, copies of which were previously circulated to all Members, be confirmed as a true and correct record of the proceedings of that meeting.

5.0 UPDATE ON ACTIONS FROM LAST MEETING

ITEM 5.1	ACTION LOG UPDATE - LISA DOWSETT - 5 MINS
REPORTING OFFICER	ACTING EXECUTIVE MANAGER COMMUNITY ENGAGEMENT & COMMUNICATIONS
TRIM FILE REF	2021/782827
ATTACHMENTS	NIL

EXECUTIVE SUMMARY

PURPOSE

To report the updates on action items of the Economic and Smart Communities Strategic Reference Group.

MEETING DATE	ACTION	RESPONSIBLE OFFICER	UPDATE
19/5/2021	<ol style="list-style-type: none"> K McKenzie will share Destination NSW videos with members. Love Sydney/Love Northern Beaches campaign The Northern Beaches Day trip Rip Curl Classic digital campaign featuring pro surfers Tatiana Weston-Webb and Kanoa Igarashi. K McKenzie will collate feedback and advise SRG members of amendments to the plan prior to submission to Council 	K McKenzie	ASAP
19/5/2021	<ol style="list-style-type: none"> D Kempe will circulate N Pratt's contact details to SRG members. 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. 	<p>D Kempe</p> <p>SRG members</p>	ASAP

RECOMMENDATION

That the members of the Economic and Smart Communities Strategic Reference Group receive and note the updates and outstanding items of the Action Log.

6.0 AGENDA ITEMS

ITEM 6.1	SRG SUMMARY OF TERM CR HEINS / MAYOR - 10 MINS
REPORTING OFFICER	SENIOR ADVISOR - GOVERNANCE
TRIM FILE REF	2021/492764
ATTACHMENTS	NIL

EXECUTIVE SUMMARY

PURPOSE

To provide the Strategic Reference Group (SRG) with a summary of its engagement inputs since the beginning of term and provide an update on next steps following the Local Government elections on 4 December 2021.

SUMMARY

The SRGs were adopted as part of Council's broader engagement framework in September 2017, with community and stakeholder representatives appointed to the SRGs in February 2018.

The purpose of the SRGs are to help inform Council's decision making on key projects and strategic direction.

In view of the forthcoming Local Government elections in December, this report seeks to summarise the contributions of the SRG and discuss highlights from their term.

RECOMMENDATION

That the Economic and Smart Communities Strategic Reference Group note this report.

REPORT

BACKGROUND

The SRGs were established in November 2017 as part of Council's committee framework.

Each SRG is aligned to particular goals and outcomes of the Community Strategic Plan with the purpose of assisting Council in shaping plans, policies and strategic outcomes by providing advice and feedback on projects aligned to each of the SRGs.



The Economic and Smart Communities SRG considers matters within the 'Economic' pillar of the CSP:

	Community Outcome		Goal		Strategy
Economic	We aspire to create a thriving and vibrant local economy where traditional and new industries are supported and local career, training and education opportunities are expanded - especially for young people	13	Our businesses are well-connected and thrive in an environment that supports innovation and economic growth	a	Ensure that employment lands are retained and cater for a diverse range of businesses and industry
				b	Improve access for businesses to information, incentive programs and enterprise support
				c	Facilitate innovative environments and hubs where start-up businesses, entrepreneurs and innovators are supported and connected
				d	Support business and professional networks that are responsive to the evolving needs of the business community
		14	Our economy provides opportunities that match the skills and needs of the population	a	Facilitate local education and vocational training opportunities
				b	Facilitate and promote flexible work options to reduce commuting (e.g. telecommuting)
				c	Attract knowledge-based industries to meet the skills and aspirations of residents and support a thriving business environment
				d	Expand and promote employment and training opportunities for all residents, especially young people and people experiencing social disadvantage
		15	Our centres attract a diverse range of businesses, providing opportunities for work, education, leisure and social life.	a	Promote Northern Beaches as an attractive place to establish a business
				b	Provide diversified job growth and create industry clusters in our villages, strategic and district centres
				c	Facilitate active and safe urban environments through increased economic activity, in keeping with local character
				d	Enhance and extend opportunities for sustainable tourist economy throughout the area
	We aspire to connect people locally, regionally and globally through seamless transport and innovative technologies	18	Our community can easily connect and communicate through reliable communication technologies	a	Provide public spaces that are connected through communications and technologies
				b	Facilitate environments that are supported by digital and physical communications infrastructure

Since April 2018, the Economic and Smart Communities SRG has convened 15 times including: 14 ordinary meetings, and one extraordinary meeting. Some SRG members may also have participated in other engagement activities run by Council and in SRG combination joint sessions.

Breadth of Content

Goal 13 - Our businesses are well-connected & thrive in an environment that supports innovation & economic growth	Goal 14 - Our economy provides opportunities that match the skills and needs of the population	Goal 15 - Our economy provides a range of employment & education opportunities to match the skills & needs of the population	Goal 18 - Our community can easily connect and communicate through reliable communication technologies
Destination Management Plan	Economic Development Strategy	Employment Study	Smart Parking
Fair Procurement Opportunities	Business Support Service	Street Performance Policy	Smart Beaches
Outdoor Dining Fees			
Leases and Licences Register			
Broader Strategy Input			
Local Housing Strategy	Brookvale Structure Plan	Local Environment Plan	Post COVID Economic Recovery Plan

Key highlights

Through the term of the SRG, a number of key strategies and initiatives have been shaped and informed through the expertise and advice provided by SRG members. In particular, the recently adopted Destination Management Plan (*Destination Northern Beaches: Creating a Sustainable Visitor Economy*) was discussed extensively at a number of meetings, including workshopping the destination statement and strategic directions, which framed the Plan.

This is the first Northern Beaches wide tourism plan and has been instrumental in understanding the contribution of tourism to our local economy, as well as how best to manage impacts of visitation on our environment and community. The need for this Plan was heightened during the global pandemic to understand its impact on our local tourism industry and how to aid its recovery.

The SRG has also been actively involved in preparation of the first Northern Beaches wide Economic Development Strategy, which will be the lead strategy for Council's 'Economic' pillar. This strategy sets the strategic directions for economic recovery and long-term prosperity. SRG members were engaged in an extraordinary session in October 2020 as part of initial scoping exercise on local economic challenges and opportunities. Subsequently they have been briefed on progress of the strategy and engaged in workshops to establish key themes and objectives to guide the strategy.

They have also provided valuable feedback on strategic land-use planning documents shaping the local economy over the next 20 years, including the Northern Beaches Employment Study and emerging Local Environment Plan, as well as the Brookvale Structure Plan,

The SRG has also brought its particular expertise on smart technologies to advise on pilots, such as the Smart Beaches and Smart Parking project, and have discussed how council can use data and technology to improve services and lead innovation in the community.

Over the past 18 months the SRG has also contributed towards Council's business support package, developed in response to COVID-19. This includes fee waivers, such as outdoor dining,

to support the significantly impacted hospitality sector which had been advocated for by the SRG. The SRG has raised the need to streamline Council processes to support local businesses, which was cited in the Mayoral Minute in November 2020 to establish a dedicated business concierge service within Council to help businesses navigate local and state government processes and support. With the Northern Beaches lockdown in December 2020, this service was fast-tracked into action and assisted many businesses with over 300 calls for support during the first half of 2021.

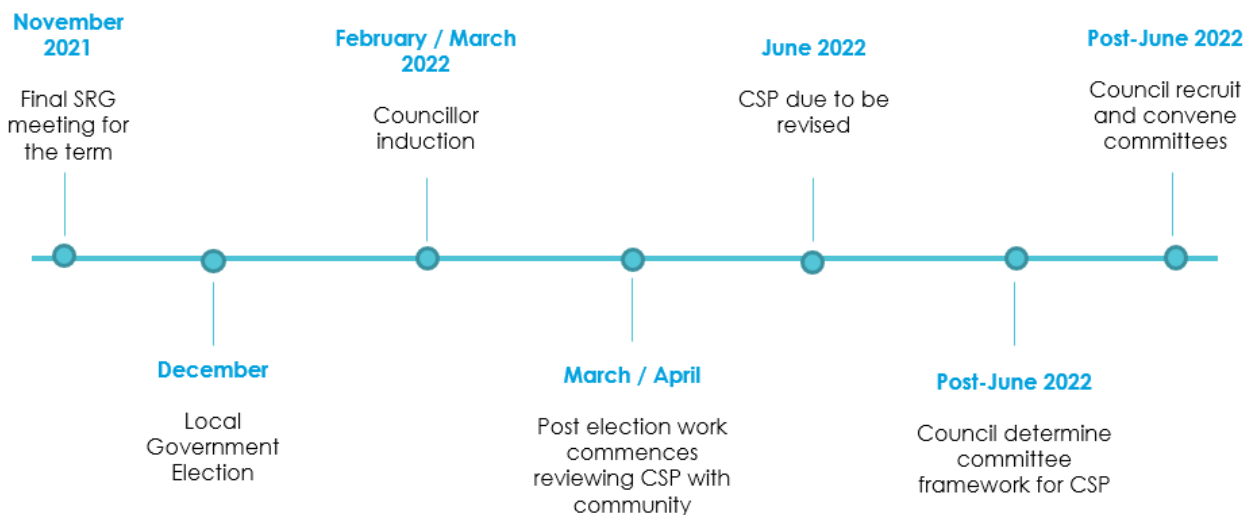
NEXT STEPS

The Local Government Election will be held on 4 December 2021. This was postponed from the 4 September due to COVID-19.

Following the election, the elected council will undertake an extensive induction process.

The CSP will be reviewed during the 2021/22 financial year, with priorities reported to Council in June 2022. As part of this process, the elected council will determine their committee framework. Feedback provided during the SRG Review will help Council determine this.

An indicative timeline:



ITEM 6.2	DESTINATION MANAGEMENT PLAN (DESTINATION NORTHERN BEACHES; CREATING A SUSTAINABLE VISITOR ECONOMY) UPDATE – DEB KEMPE – 15 MINS
REPORTING OFFICER	TEAM LEADER, ECONOMIC DEVELOPMENT AND TOURISM
TRIM FILE REF	2021/760825
ATTACHMENTS	NIL

PURPOSE

Update the Economic & Smart Communities SRG on the status and next steps of the Destination Management Plan (DMP), including implementation of the Action Plan.

BACKGROUND

At the Council Meeting on 28 September 2021, Council resolved to adopt the Destination Management Plan (*Destination Northern Beaches: Creating a Sustainable Visitor Economy*). A copy of the final DMP can be found here <https://yoursay.northernbeaches.nsw.gov.au/nbcdmp2019>

The Economic & Smart Communities SRG has had a key role in the development of the Plan over the last couple of years, including several workshops and updates.

DISCUSSION

In line with the five year action plan in the adopted DMP, there are three key priorities which council staff propose to focus on over the next six months. This will commence delivery of the DMP to support recovery of the local tourism sector, with the lifting of travel restrictions:

1. Promotion of overnight stays:
 - a) Release a targeted social media campaign 'Rediscover the Northern Beaches' to encourage visitors, especially overnight stays, to the Northern Beaches. A video series has been created utilising existing footage of visitor experiences at Manly, Newport, Palm Beach and across the Northern Beaches.
 - b) Work with local accommodation providers to cross-promote the Service NSW's overnight stays campaign to 'Stay & Rediscover', which will be launched in March 2022. Stay & Rediscover supports accommodation providers across NSW by encouraging all residents aged over 18 years to book a stay using their \$50 voucher.
 - c) Leverage large scale events to attract overnight stays. Starting with the Sun Run event being held on Sat 5 February 2022 from Dee Why beach to Manly. This event is aiming to accommodate up to 5,000 participants. Council staff are currently working on a targeted campaign to promote overnight stays to potential participants and spectators from interstate and intrastate.
2. Engage a supplier to create a visitor journey map which will help identify the steps a visitor goes through in planning and booking a visit to our destination, helping us to understand the journey a visitor takes and the quality of the experience and what is missing and required to make the destination stand out. This will lead into development of a destination website.
3. Develop a scope for a destination brand and website. A brand identity that revolves around the Northern Beaches reputation, and that builds on the Northern Beaches place brand, reflecting on the distinctive characteristics that make our villages and places unique. The destination website will align with the strategic aim in the DMP, namely

"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".

Specifically, the destination website will aim to:

- recognise local diversity across the region
- target high yield and niche visitor markets
- assist with dispersal of visitors, both across the region and seasons, highlighting connectivity and access
- highlight the region's aims to become a sustainable destination.

Feedback is sought from the Economic and Smart Communities SRG members on the identified priorities for implementing the DMP action plan, over the next 6 months.

RECOMMENDATION

That the Economic and Smart Communities SRG members note the adoption of the Destination Management Plan and provide feedback on the identified priorities for implementation over the next six months.

ITEM 6.3	ECONOMIC DEVELOPMENT STRATEGY EMERGING THEMES AND OBJECTIVES WORKSHOP
REPORTING OFFICER	TEAM LEADER, ECONOMIC DEVELOPMENT AND TOURISM
TRIM FILE REF	2021/771038
ATTACHMENTS	NIL

EXECUTIVE SUMMARY

PURPOSE

The purpose of this workshop is to discuss the key themes emerging and objectives, which will provide the framework for the Northern Beaches Economic Development Strategy.

BACKGROUND

The Economic & Smart Communities SRG has previously been briefed on the Northern Beaches Economic Development Strategy, including an extraordinary workshop on key challenges and opportunities in October 2020 and briefings on business research engagement process in May 2021 and findings of the Economic Health Check in July 2021.

The consultant developing the strategy, NDP Economic Development, has undertaken a series of one on one interviews with a cross section of business representatives to gain their perspective on their aspirations for the Northern Beaches' economy, barriers to achieving this, as well as opportunities to overcome these. This included a mix of local businesses, chambers, co-worker space operators, education and training providers and creative industries. A series of meetings with business units within Council has also been conducted to understand the role of various parts of council in supporting the local economy.

Arising from these interviews, as well as the desktop analysis, are a number of emerging themes. These themes are proposed to form the framework for the Economic Development Strategy, under which a series of objectives and then actions, would sit. The four emerging themes are:

1. Diversity is our Competitive Advantage

Objectives

- *Protect, retain and enhance our existing employment lands*
- *Each precinct will have a distinct role, character and identity*
- *There is support for innovation and adaptability in economic land uses*
- *Our economic heritage and diversity is recognised and promoted to attract further investment*

2. Creative and Entrepreneurial Self-Starters

Objectives

- *Residents are encouraged to start home-based businesses*
- *Creative industries are supported and promoted*
- *We have strong business networks and a culture of mentoring*
- *Residents are encouraged to support 'home grown' businesses*

3. Vibrant Centres for Locals and Visitors

Objectives

- *Our local centres are activated and pedestrian-friendly*
- *Businesses participate in the night-time economy*
- *Live music and events are encouraged*
- *International tourism is leveraged for investment attraction*

4. Ongoing Adaption and Resilience

Objectives

- *Businesses are assisted in their recovery from COVID-19*
- *Businesses are encouraged to adopt circular economy principles*
- *Businesses are encouraged to allow workers to work-from-home and adopt sustainable transport options*
- *Key workers can find affordable housing options*

One issue that cuts across a number of these themes is the propensity to work from home on the Northern Beaches, either as a home-based business owner or as an employee of a business. Census data has shown that the Northern Beaches has always had a higher proportion of people working from home, both as an owner of a home-based business or an employee, however COVID-19 has turbo charged this trend. We are proposing a survey of home-based businesses, as well as people who own a business on the Northern Beaches (not from home), to identify trends in continuing to work from home, the benefits and challenges of this and how council can facilitate working from home or starting/growing a home-based business, including appetite for co-worker spaces.

DISCUSSION

Feedback is sought from the Economic & Smart Communities SRG members on if they think these four emerging themes encapsulate the breadth of issues that the Economic Development Strategy should cover. Through a facilitated workshop, specific feedback is sought on the identified objectives which sit underneath each of these themes.

RECOMMENDATION

That:

1. Members of the Economic & Smart Communities SRG
 - A. Note the update on the Economic Development Strategy
 - B. Participate in a workshop to review the emerging themes and objectives that will provide the framework for the Economic Development Strategy.
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