



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 in the Flannel Flower Room on

WEDNESDAY 30 MARCH 2022

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

Committee Members

Cr Sue Heins (Chair)	Councillor
Cr Michael Gencher	Councillor
Cr Sarah Grattan	Councillor
Cr Georgia Ryburn	Councillor
Saul Carroll	
Andy West	
Stuart White	Microsoft Australia
Drew Johnson	Manly Business Chamber
Ngaire Young	Northern Beaches Campus, TAFE NSW
Geri Moorman	
Gordon Lang	
Alexander Coxon	
Stephen Pirovic	International College of Management
Matthew Aderton	

Council Officer Contacts

Kath McKenzie	Executive Manager, Community Engagement & Communications
Claudia Brodtke	Senior Governance Advisor

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 30 March 2022
in the Flannel Flower Room
Commencing at 6:00PM**

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	Nil	
6.0	AGENDA ITEMS	
6.1	Welcome and Introductions to new Councillors - Kath McKenzie - 15 mins	
6.2	Draft Economic Development Strategy Presentation - Deb Kempe - 60 mins	5
6.3	Back to Business Program Review - Deb Kempe - 40 mins	42
7.0	GENERAL BUSINESS	

NEXT MEETING Wednesday 1 June 2022

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 governance@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 governance@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 17 NOVEMBER 2021

RECOMMENDATION

That the minutes of the Economic and Smart Communities Strategic Reference Group meeting held 17 November 2021, copies of which were previously circulated to all members, be confirmed as a true and correct record of the proceedings of that meeting.

ITEM 6.2	DRAFT ECONOMIC DEVELOPMENT STRATEGY PRESENTATION - DEB KEMPE - 60 MINS
REPORTING OFFICER	TEAM LEADER, ECONOMIC DEVELOPMENT AND TOURISM
TRIM FILE REF	2022/160475
ATTACHMENTS	1 Draft Northern Beaches Economic Development Strategy

ISSUE

Present to the Economic & Smart Communities SRG a working draft of the Northern Beaches Economic Development Strategy (Business on the Beaches).

BACKGROUND

The Economic & Smart Communities SRG has been actively involved in the drafting of the Northern Beaches Economic Development Strategy ("EDS") over the last 12 months, including updates and workshops at previous meetings in May, August and November 2021.

A draft of the EDS has been prepared by consultants NDP Economic Development and a copy is attached. Please note that this is a working draft and hasn't yet been through graphic design, but we are wanting to share with Economic & Smart Communities SRG members to receive feedback from them, before bringing a full draft to Council for approval to publicly exhibit.

The draft EDS (entitled "*Business on the Beaches*") is intended to be a high-level framework to guide decision making to deliver a thriving and sustainable economy over the next 10 years. The strategy is based on thorough analysis and consultation with the business community. It outlines the key economic challenges, opportunities, and aspirations for the LGA. The strategy adopts a broader definition of *sustainable economic development* which includes:

1. Building up the economic capacity and resilience of the area.
2. Improving people's quality of life and access to opportunity.
3. Encouraging increased levels of entrepreneurship and innovation.
4. Aligning economic growth with environmental opportunities.

The EDS will be the lead strategy for the economic pillar of Council, akin to how the Environment and Climate Change Strategy (*Protect, Create, Live*) and the Social Sustainability Strategy (*Better Together*), are for the environment and social pillars. It reflects and supports Council's higher-order Community Strategy Plan (*Shape 2028*) which is currently being revised, and the Local Strategy Planning Statement (*Towards 2040*).

To provide a whole-of-Council approach to economic development, consideration has been given to other existing and emerging Council plans and strategies in drafting the EDS. These include existing strategies such as Destination Northern Beaches: Creating a Sustainable Visitor Economy, the Arts and Creativity Strategy; the Northern Beaches Events Strategy and the Housing Strategy, as well as emerging strategies/plans such as the Resilience Strategy, the Waste and Circular Economy Strategy and various Place Plans and Structure Plans (such as Brookvale Structure Plan).

It is intended to be a succinct and easy to read document, with the audience being primarily local businesses, along with local chambers and NSW Government, to provide a framework for how we can work together to support a vibrant local economy.

The strategy is informed by more detailed technical studies, namely the Northern Beaches Employment Study undertaken by SGS Economics & Planning, and the more recent Economic Health Check prepared by .ID Consulting, which was presented at the August 2021 SRG meeting.

The strategy has been developed through extensive business engagement including:

- 25 stakeholder interviews (mix of business size/types, education institutions, chambers and networks)
- nearly 100 business surveys (across a range of sectors, including high proportion home-based businesses)
- workshops with the Economic & Smart Communities SRG

It provides a narrative on the current state of the local economy, including the impact of COVID-19 on local spending and an overview of recent economic performance, as well as more detailed information on the economic role of key employment hubs across the LGA. From the desktop analysis and business engagement, a series of identified challenges and strategic opportunities have been derived.

Four key themes have emerged through this analysis, each with a goal and a set of objectives. These goals and objectives were discussed with the Economic & Smart Communities SRG at the meeting in November 2021. These are:

1. **Diverse Economy** – Goal 1 is for the Northern Beaches to have a diverse and resilient economy in terms of industry, housing and participation. We want our business precincts to be preserved and promoted to secure local supply chains and advanced manufacturing capability. We want a range of affordable housing options for key workers within our LGA. We want an economy that is inclusive and allows all people to participate.
2. **Entrepreneurial Economy** – Goal 2 is for the Northern Beaches to have a creative, innovative and entrepreneurial economy. We want our creative and cultural industries to be well supported and promoted. We want our residents to be encouraged to start home-based businesses. We want to enable and build a culture of entrepreneurship and value locally produced goods and services.
3. **Vibrant Economy** – Goal 3 is for the Northern Beaches town centres to be thriving and inclusive for residents and visitors during the day and into the evening. We want to support live performance, community festivals and events. We want to leverage international tourism exposure for further business development.
4. **Green Economy** – Goal 4 is for the Northern Beaches to ensure we are protecting and enhancing the natural environment as we grow the economy. We want to grow jobs and attract investment in the green economy. We want our businesses to become more circular in how they manage resources and reduce waste.

In addition to the goals and objectives, each theme has a set of recommended actions and performance measures to track progress over time. These are detailed in the attached draft strategy and the actions are based on ideas arising from the business engagement process and suggestions across various business units of Council.

DISCUSSION

NDP Economic Development will provide the Economic & Smart Communities SRG with a detailed presentation on the draft EDS at the meeting on 30 March 2022. At this meeting we are seeking direct feedback from Economic & Smart Communities SRG members on this working draft. There will also be an opportunity to provide written feedback from members to Council staff until the 29 April, to give members more time to review.

In particular, we would like feedback from the SRG members on the recommended actions listed under each of the themes, and what they consider may be the priority ones. This will be the focus of a workshop session at the meeting.

RECOMMENDATION OF TEAM LEADER, ECONOMIC DEVELOPMENT AND TOURISM

That the Economic & Smart Communities Strategic Reference Group:

1. Review the attached working draft of the Economic Development Strategy and provide direct feedback at the 30 March meeting or written feedback by 29 April 2022.
2. Participate in a workshop at the 30 March meeting to review and identify priority actions in the Economic Development Strategy.

FOR INTERNAL DISCUSSION PURPOSES ONLY

2022

DRAFT Northern Beaches Economic Development Strategy

BUSINESS ON THE BEACHES

NATHAN PRATT

FOR INTERNAL DISCUSSION PURPOSES ONLY

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CONFIDENTIAL



Acknowledgement of Country

We acknowledge the traditional owners of this land and Elders past, present and future. We recognise Aboriginal people as the original custodians of the Northern Beaches.

Mayoral Welcome

To be written...

CONFIDENTIAL



Executive Summary

The Northern Beaches Economic Development Strategy (“EDS”) is intended to be a high-level framework to guide decision making to deliver a thriving and sustainable economy over the next 10 years. The strategy is based on thorough analysis and consultation with the business community. It outlines the key economic challenges, opportunities, and aspirations for the LGA.

The strategy has been organised around four strategic themes: *diverse*, *creative*, *vibrant*, and *green*.

Diverse Economy – Goal 1 is for the Northern Beaches to have a diverse and resilient economy in terms of industry, housing and participation. We want our business precincts to be preserved and promoted to secure local supply chains and advanced manufacturing capability. We want a range of affordable housing options for key workers within our LGA. We want an economy that is inclusive and allows all people to participate.

Entrepreneurial Economy – Goal 2 is for the Northern Beaches to have a creative, innovative and entrepreneurial economy. We want our creative and cultural industries to be well supported and promoted. We want our residents to be encouraged to start home-based businesses. We want to enable and build a culture of entrepreneurship and value locally produced goods and services.

Vibrant Economy – Goal 3 is for the Northern Beaches town centres to be thriving and inclusive for residents and visitors during the day and into the evening. We want to support live performance, community festivals and events. We want to leverage international tourism exposure for further business development.

Green Economy – Goal 4 is for the Northern Beaches to ensure we are protecting and enhancing the natural environment as we grow the economy. We want to grow jobs and attract investment in the green economy. We want our businesses to become more circular how they manage resources and reduce waste.

Each of these themes have clear objectives, actions and performance measures to track progress over time.

The Northern Beaches economy benefits from a beautiful natural environment that attracts millions of visitors every year. What is less well-known though is the abundance of highly talented and entrepreneurial people who will be responsible for the next wave of innovative businesses.

This strategy aims to unleash this creative potential and assist the Northern Beaches to transition to a more sustainable, resilient economy of the future.



Purpose of the Strategy

The purpose of the EDS is to clearly outline the key economic challenges and opportunities facing the Northern Beaches and provide a positive direction for the future.

The aim of this document is to be easy-to-read to clearly communicate the critical issues, and Council's role in supporting businesses and jobs. Supporting documents can be accessed via Council's website, including a comprehensive Northern Beaches Employment Study undertaken in 2019 by SGS Economics and Planning, and more recent Economic Health Check, prepared by .ID Consulting

Defining Economic Development

"The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation." (Source: World Bank)¹

The term 'sustainable economic development' adds to this more traditional definition by including protecting the environment, addressing inequality and raising living standards for all.²

Given the context of the Northern Beaches economy, this broader definition of *sustainable* economic development has been adopted and applied for the writing of this strategy.

To summarise, the high-level strategic objectives of sustainable economic development include:

1. Building up the economic capacity and resilience of the area.
2. Improving people's quality of life and access to opportunity.
3. Encouraging increased levels of entrepreneurship and innovation.
4. Aligning economic growth with environmental opportunities.

Council's Role in Economic Development

A local council's role in economic development is providing leadership, good governance, advocacy and a competitive business-enabling environment. Some of the essential economic development-related services provided by local councils include:

- Providing leadership, corporate planning and governance.
- Managing property development through the approval process.
- Provision and maintenance of critical infrastructure and services.
- Delivering environmental management and health services.
- Managing town centres and place activation.
- Maintaining and communicating accurate economic statistics and information.

¹ Swinburn, Goga & Murphy, *Local Economic Development: Developing and Implementing Local Economic Development Strategies and Action Plans*, The World Bank, 2006, p. 1.

² N Leigh & E Blakely, *Planning Local Economic Development: Theory and Practice*, Sage, Los Angeles, 2017, p. 87.



Planning Framework

The EDS provides a long-term vision (10 years) for the Northern Beaches economy based on statistical analysis and input from the business community. It will be supported by medium-term action plans (4 years) covering key aspects of the strategy such as land use planning, tourism, circular economy, affordable housing and night-time economy.

Community Vision

“Northern Beaches – a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.”

Community Strategic Plan

Shape 2028

Local Strategic Planning Statement

Towards 2040

Long Term Strategies (10 years)

Economic Development Strategy

Action Plans (4 years)

E.g., Destination Management Plan

Operational Plan (annual)

Budgets for economic development programs and actions

Economic Overview

The following section provides a brief overview of the economic profile and industry analysis of the Northern Beaches. This information is derived from research and analysis undertaken by .id Consulting, SGS Economics and Planning and NDP Economic Development.

Headline Figures as of June 2021

GRP: \$18.35 billion
Local businesses 32,327
Population: 274,041
Local jobs: 110,270
Employed residents: 155,444
Unemployment: 3.2% (Sept 2021)
Tourism visitors: 2,407,843 (3 year average prior to COVID-19)
Major industry specialisations: Health Care, Retail Trade, Arts and Recreation
Average house price: \$2.7 million

Industry Analysis

Slow and Steady Growth

Over the past 10 years the Northern Beaches economy has maintained a very steady average growth rate of 2.0% per annum. This is a steady rate of growth but is slower than the average for NSW at 2.4% over the same period. In more recent years local jobs have grown faster than employed residents.

Low Unemployment

Rates of unemployment are consistently lower on the Northern Beaches. Over the last eight years to June 2019, the unemployment rate in Northern Beaches averaged 2.9%, below the Greater Sydney average of 4.8%. Even at the height of the pandemic, unemployment only reached a peak of 4.8% in September 2020.

Industry Strengths

The industry sectors responsible for the largest contribution to local jobs (in order) are (1) Health Care and Social Assistance, (2) Retail Trade, (3) Professional, Scientific and Technical Services (4) Construction. The two sectors that are responsible for half of exports from Northern Beaches are Manufacturing (33%) and Wholesale Trade (18%). The most specialised industry sector on the Northern Beaches is the Arts and Recreational Services sector.

Entrepreneurial Spirit

With 32,327 businesses on the Northern Beaches, this equates to nearly 1 business for every 3 local jobs or 1 business for every 5 resident workers. This represents a very high cohort of business owners among the resident workforce with 60% of Northern Beaches businesses being sole traders and a further 30% being small businesses employing fewer than 5 staff.

Highly skilled resident workforce

The demographic profile of the Northern Beaches community points to a high concentration of mid-late career professionals with growing families and empty nesters. Strong growth in rates of educational attainment and high socio-economic status help to explain the strong entrepreneurial



culture on the Northern Beaches as residents have the skills, experience, contacts and capital – ingredients that support entrepreneurial success.

Visitor Economy

The tourism sector is a strong feature of the Northern Beaches economy. Visitation grew considerably in the five years prior to COVID-19 with approximately 436,600 domestic overnight visitors and 81,400 international visitors and 2,174,000 domestic day visitors in 2019/2020. In 2019/20 the tourism sector directly employed 9,360 jobs and another 4,316 indirectly (13,676 total), accounting for 12% of all local jobs – twice the NSW average.

Cultural and Creative Sector

The Northern Beaches has some of the highest concentrations of cultural and creative sector jobs in NSW, with over 7,000 local jobs in this sector and generating \$1.6 billion in output and \$790 million in value added in 2018/19. This represents 6.5% of the total Northern Beaches economy. The key occupations include specialised design services, photography, book and magazine wholesaling, arts education, architectural services, musicians, writers and performers, and advertising services. Almost half of these workers were running their own business.

Home-Based Businesses

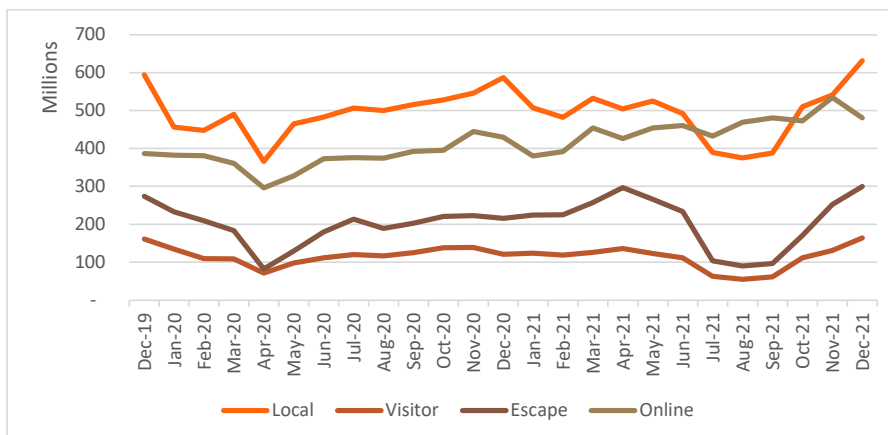
There is a high share of home-based business owners on the Northern Beaches. In the 2016 census, 6.1% of the workforce said they were working at home and were owners or managers. This compares to only 2.5% for Greater Sydney. The most common industry was overwhelmingly Professional, Scientific and Technical Services (37% of total). The locations with the largest number of home-based businesses were Warriewood, Mona Vale, Manly, Fairlight, Frenchs Forest and Brookvale. In recent times there has been an increase in the number of professional co-working spaces starting up on the Northern Beaches to support this growing sector of the economy.

Impact of COVID-19 on Spending

Australia's closed international borders have caused some negative impacts on the Northern Beaches economy, and this had variable impacts across the LGA.

Impact on Local Spending Patterns

The declaration of the COVID-19 pandemic in March 2020, has fundamentally shifted spending patterns on the Northern Beaches. Three lockdowns in two years have acutely reduced local spending during these periods, but there has also been relatively strong recovery once restrictions lifted, as residents stayed home and shopped locally. Noticeably, there has been a rise in online spending during the last two years as consumers and businesses adapted to new ways of purchasing. With the growing trend to work and holiday at home, spending outside the Northern Beaches (escape spending) has been slower to recover than local spending.

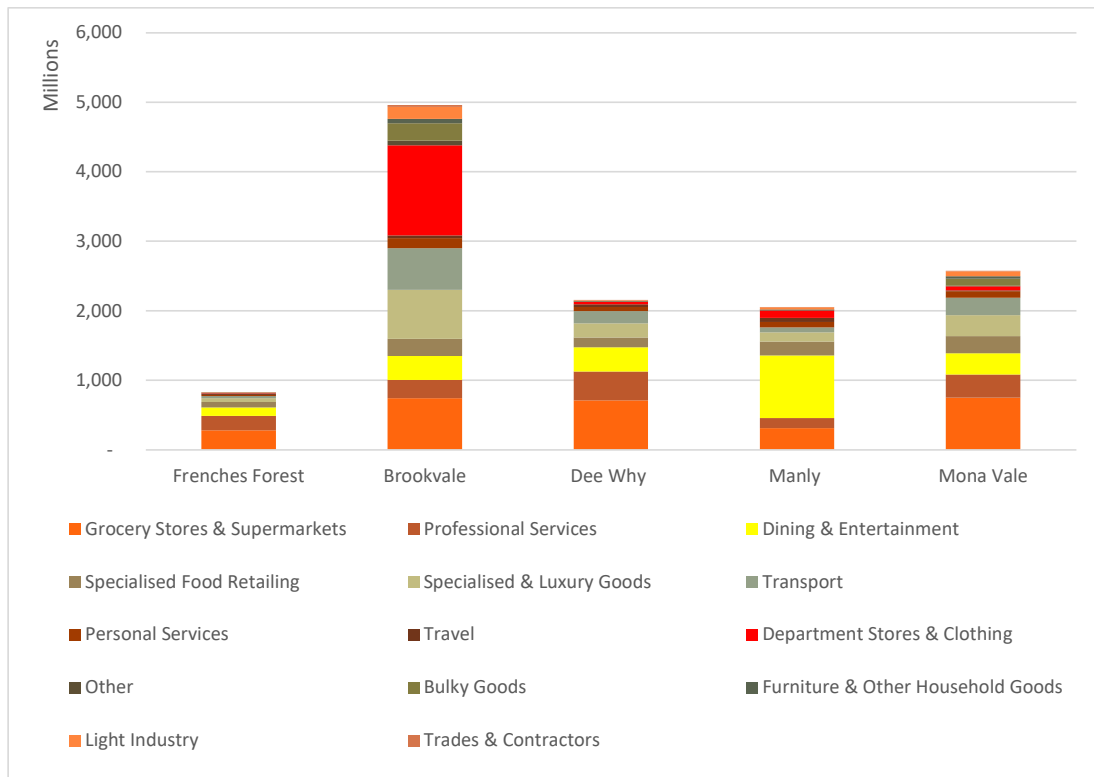


(Source: Spendmapp)

While total spending on the Northern Beaches is showing signs of recovery to pre-pandemic levels, some categories of spending have been impacted more than others. 'Dining and Entertainment', which was subject to the greatest restrictions, has had a very volatile spending pattern. Meanwhile essentials, such as grocery shopping, have seen stable spending, while bulky and household goods and trades have shown strong demand over the last two years.

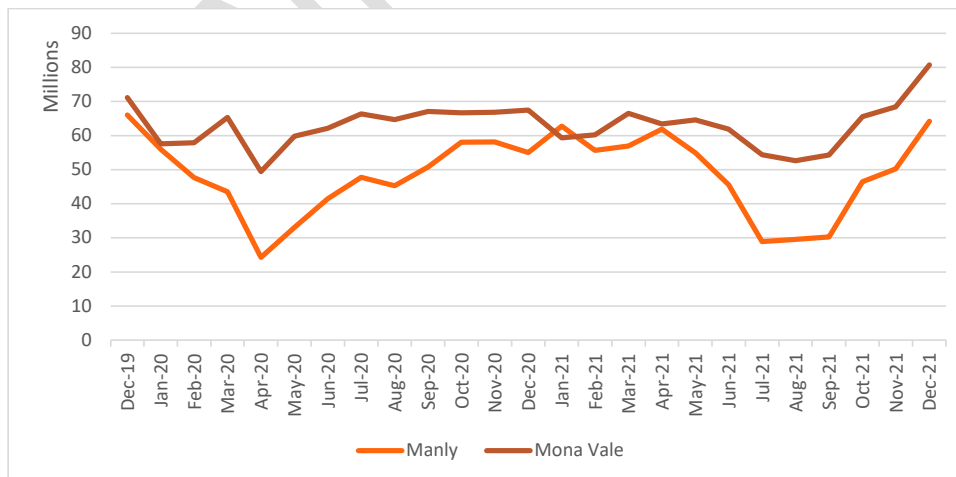
Nature of Spending in Strategic Centres

Spending data can also highlight the different role and functions of the Strategic Centres on the Northern Beaches. This shows centres, such as Manly, have a more specialised role, with 'Dining and Entertainment' the dominant spending category, catering to both residents and visitors. Other centres, such as Dee Why and Mona Vale, have a broader spending pattern and are more focused on serving the local population (groceries and professional services). The role of Brookvale (including Warringah Mall) in the retail hierarchy is clear, representing the largest share of 'Department store and Clothing' spending on the Northern Beaches. This centre also has a diverse mix of goods and services, including light industry and trades. Frenchs Forest, as an emerging Strategic Centre, currently has relatively low spending and spread across a range of categories, including professional services.



(Source: Spendmapp)

Those centres that relied more on discretionary and/or visitor spending, such as Manly, have had a more turbulent economic performance during COVID-19, compared to population servicing centres, such as Mona Vale.

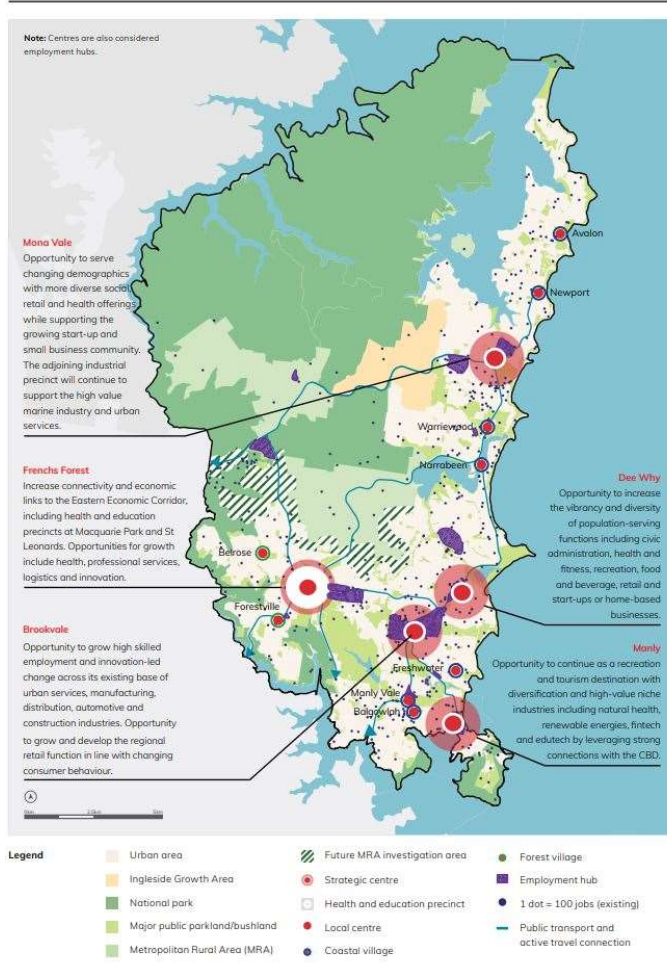


(Source: Spendmapp)

Employment Precincts

The following section provides a brief overview of the major employment precincts within the Northern Beaches LGA derived from the Northern Beaches Employment Study by SGS Economics and Planning. A short summary is provided on the precincts' size, character and future opportunities. This shows that the Northern Beaches economy comprises of a diverse range of industrial precincts, business parks, strategic and local centres, offering an array of business settings and economic functions.

Map 26
Northern Beaches job opportunities



Frenchs Forest

Description: Frenchs Forest is a suburban neighbourhood transitioning to a major employment centre with a developing Health and Education Precinct, anchored by the Northern Beaches Hospital, a developing town centre and a business park in close proximity. Workers in the centre come from both within and outside of the LGA, reflecting the strategic nature of the centre.

Key Industry: Health Care and Social Assistance
Employment (2016): 10,791 total jobs
Jobs Growth by 2036: +2,891 (13,682 total)

Floor Space:

Commercial space = 516,365 m²
Health & Education = 68,313 m²
Industrial = 0 m²
Community = 103,123 m²



Challenges: Frenchs Forest will have to address the sense of disconnection between the hospital and the business park located on the southern side of Warringah Road if it is to encourage greater collaboration.

Opportunities: Leverage the strengths in the health sector, including the hospital and business park infrastructure, to attract further allied health, professional services and education businesses.

Brookvale

Description: Brookvale is a unique centre that encompasses residential, commercial, retail and industrial land uses. Several industrial (e.g. plumbing) and urban service businesses (e.g. breweries) are located both east and west of Pittwater Road, providing significant employment and supply chain functions for the Northern Beaches and Greater Sydney. Warringah Mall acts as a centre of gravity for the local population with its provision of high-end retail uses.

Key Industries: Retail, Manufacturing and Wholesale
Employment (2016): 16,476 total jobs
Jobs Growth by 2036: +1,732 (18,208 total)

Floor Space:

Commercial = 182,062 m²
Industrial = 342,989 m²
Health and Education = 75,749 m²
Community = 41,796 m²



Challenges: Brookvale's identity is still somewhat ill-defined with a diverse mixture of land uses.

Opportunities: Brookvale's unique mix of land uses, and industries could collaborate to form an exciting creative and cultural district. Brookvale has just the right ingredients of gritty industry, creativity and urban cool to become home to the next generation of innovative entrepreneurs.

Manly

Description: Manly is the visitor gateway to the Northern Beaches accounting for a quarter of the international tourists to NSW. Manly Beach also attracts a variety of people from across Sydney and other domestic tourists. Manly functions well as a cohesive precinct with retail and hospitality

industries close to the beach, cultural infrastructure, and knowledge intensive industries near Manly Wharf.

Key Industries: Accommodation and Food Services and Professional, Scientific and Technical Services
Employment in 2016: 9,986 total jobs
Jobs Growth by 2036: +2,533 (12,519 total)

Floor Space:

Commercial = 255,780
Industrial = 0 m2
Health and Education = 250,751 m2
Community = 185,879 m2



Challenges: Manly's future employment growth potential is constrained by its existing urban typology and proximity to the foreshores which act as natural boundaries to future development. There is also tension within Manly centre among competing residential and commercial land uses.

Opportunities: Manly Beach will continue to be a leisure and entertainment precinct, and a major international tourism destination with strong prospects for tourism related industries such as 'Accommodation and Food Services' and 'Retail'. There may be further opportunities for Manly to leverage its international appeal growing other specialisations such as 'Arts and Recreational Services' and 'Professional, Scientific and Technical Services'.

Mona Vale

Description: Mona Vale is a centre containing large-format employment uses across both its business and industrial zones. Smaller-scale businesses include auto shops, repair and maintenance facilities, and a mix of other businesses such as domestic appliances and electronic repair shops. Pittwater Road contains smaller-scale businesses that serve the local population. The industrial areas contain a mix of businesses concerned with light manufacturing and urban services.

Specialisation: Manufacturing and Health Care and Social Assistance

Employment in 2016: 5,524 total jobs
Jobs Growth by 2036: +1,359 (6,883 total)

Floor Space:

Commercial = 102,341 m2
Industrial = 83,906 m2
Health and Education = 41,111 m2
Community = 65,559 m2



Challenges: Mona Vale currently acts more like a local centre and needs to function more as a genuine strategic centre.

Opportunity: The industrial uses of Mona Vale need to be protected for the important role they serve to the Northern Beaches and Greater Sydney. There may be opportunities to investigate innovative uses that maintain their industrial nature but encourage greater innovation and employment growth.

Dee Why

Description: Dee Why is a residential suburb of walk-up apartments supported by a commercial spine running along Pittwater Road and contains a range of employment uses. Dee Why is largely a population-serving centre, with no real drawcard from an employment specialisation perspective compared to the rest of the Northern Beaches or wider Greater Sydney. The character is a typical main street with cafes, restaurants, pharmacies, gyms, banks and a supermarket amongst other businesses.

Key Industries: A mix of local population-serving businesses with no industry specialisation.

Employment in 2016: 4,849 total jobs

Jobs Growth by 2036: +1,536 (8,069 total)

Floor Space:

Commercial = 259,894

Industrial = 6,106

Health and Education = 65,273



Challenges: Dee Why's amenity is negatively impacted by Pittwater Road, and it lacks the vitality of other strategic centres.

Opportunities: Dee Why can continue to be a primarily locally serving centre with strong employment growth projections across a diverse range of industry sectors.

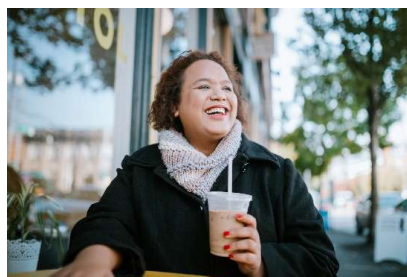
Local Centres

Description: There are many smaller locally serving centres spread across the Northern Beaches including: (1) Avalon, (2) Newport, (3) Warriewood Activity Centre, (4) Narrabeen, (5) Freshwater, (6) Manly Vale, (7) Balgowlah, (8) Forestville and (9) Belrose and a wide range of smaller local and neighbourhood centres. They serve an important function in terms of improving liveability, convenient services and providing employment opportunities close to home.

Employment: Estimated at 18,000 jobs in all local centres and suburbs across the LGA including home-based businesses.

Key Industry: The role of local centres is primarily to serve the local population. The most common business types are retail, cafes and restaurants and service industries.

Challenges: Smaller local centres face the challenge of competing with larger regional shopping centres that can dominate and draw away customers.



Traditional 'bricks and mortar' retailers also need to overcome the rise of online retailing by offering new value-added experiences and services.

Opportunities: There are early signs that there is market demand for smaller format supermarkets that could be accommodated in local centres. Outdoor dining is likely to be a growing trend as people learn to live with COVID-19. There may also be opportunities to explore an increased 'evening economy' offered in selected local centres across the LGA. Local centres may take on an increasingly important role servicing larger numbers of people working-from-home and the growing professional home-based-business network across the LGA.

Job Projections to 2036: Across the 9 local centres, jobs are projected to grow by over 4,000 jobs (24%) between 2016 and 2036. Avalon and Newport are projected to grow at the greatest rate (30% and 32%, respectively).

Business and Industrial Parks

Description: There are various business and industrial parks across the Northern Beaches LGA. Beyond the Strategic Centres, the key areas include Warriewood Business Park, Cromer Industrial Park and Austlink Business Park.

Employment: It is estimated there are 12,000 people employed in business and industrial parks across the Northern Beaches (outside of Strategic Centres of Frenchs Forest and Brookvale). This includes Warriewood Business Park, Austlink Business Park and Cromer Industrial Area. Whilst they do not employ large numbers of people, they play a critical role in supply chains and critical services.



Key Industries: Business and industrial parks contain a mix of businesses that are typically not suited to the strategic centres or smaller local centres. They include a range of large format manufacturers, including medical and pharmaceutical manufacturers, wholesalers, retail suppliers and head offices.

Job Projections to 2036: Across the three business parks/industrial precincts, jobs are projected to grow by around 1,000 jobs (9%) between 2016 and 2036.

Challenges: Some manufacturing sub-sectors are declining in employment numbers. This places increased pressure on business and industrial parks to maintain their existing role in the supply chain and as regional employment lands.

Opportunities: There is further potential for the Northern Beaches to be a source of innovative manufacturing businesses. It is critical these sites are reserved for future creative and advanced manufacturers based on the Northern Beaches.

With the rise of online retailing, there is increasing demand for consumers to have same-day delivery of products. The importance of the 'last mile' delivery options close to residential areas will increase over time, raising the need for local industrial and urban service lands within the LGA.

Employment Projections Summary across the LGA

Employment Precinct	Jobs 2016	Projected Jobs 2036	Projected job change	%
Frenchs Forest	10,791	13,682	2,891	27%
Brookvale	16,476	18,208	1,732	11%
Dee Why	6,532	8,068	1,536	24%
Manly	9,986	12,519	2,533	25%
Mona Vale	5,524	6,883	1,359	25%
Total Strategic Centres	49,309	59,360	10,051	20%
Avalon	1,623	2,106	483	30%
Newport	1,769	2,328	559	32%
Warriewood Activity Centre	2,549	3,197	648	25%
Narrabeen	2,063	2,540	477	23%
Freshwater	1,432	1,762	330	23%
Manly Vale	3,181	3,745	564	18%
Balgowlah	2,130	2,577	447	21%
Forestville	1,702	2,104	402	24%
Belrose	1,153	1,387	234	20%
Total Local Centres	17,602	21,746	4,144	24%
Warriewood Business Park	4,427	4,930	503	11%
Cromer Industrial Area	2,733	2,822	89	3%
Austlink	4,392	4,796	404	9%
Total Business Parks and Ind Parks	11,552	12,548	996	9%
Total Employment Precincts	78,463	93,654	15,191	19%
LGA Total Employment Projection	105,322	127,155	21,833	21%

(Source TRA and SGS Economics & Planning)

What Businesses are Telling Us

The consultation process with the business community was conducted during 2021. The process began with a series of meetings of Council's Economic and Smart Communities Strategic Reference Group to discuss the critical issues facing business and employment in the LGA. The group continued to provide strategic direction and advice throughout the preparation of the Strategy.

It involved site visits to key business precincts, 25 one-on-one interviews and a survey of 90 business owners from across the LGA. A broad spectrum of businesses was included in the consultation according to size, all industry sectors and locations. Local business chambers and education providers were also engaged in developing the Strategy. The questions we asked were related to: (1) nature and role of the economy, (2) strengths, (3) issues, (4) growth constraints and (5) opportunities and (6) on which areas they would like council to focus. Insights from business community engagement are highlighted below.

Major Strengths

Attractive Environment, Lifestyle and Global Connectivity

The Northern Beaches is both a popular place to visit, and a desirable location to live due to its beautiful beaches, coastline and bushland setting. Many entrepreneurs are attracted to the Northern Beaches for the same reasons.

The area attracts a five yearly average of 105,106 international visitors per year, with Manly being the most popular location. This significant international exposure is also a potential source of increased trade and investment. The net increase in residents to the Northern Beaches is primarily driven from new international arrivals.

A Strong and Diverse Business Base

The Northern Beaches economy is a diverse mix of often smaller businesses spread across a wide range of industries and business precincts. Examples included bespoke manufacturers, creative designers and home-based businesses offering professional services.

People interviewed often expressed the view that the industry diversity of the Northern Beaches is a strength that should be used to promote to the area as an important business location.

Creative and Entrepreneurial Culture

Many respondents emphasised the strong entrepreneurial base on the Northern Beaches. It seems to be a common occurrence for talented people at the peak of their careers to move to the Northern Beaches and establish home-based businesses. Council's business survey conducted during late 2021 revealed the top reasons people on the Northern Beaches started their business was (1) to be their own boss, (2) for work-life balance, or (3) to avoid the long commute to work.

The local community is also very supportive of local businesses and provides a good marketplace for new products. People on the Northern Beaches prefer to do business locally, and they are willing and generally able to pay for high-quality products and services. There was a common view the Northern Beaches is a great place for new creative and innovative businesses to get started.

Major Weaknesses

Transport Challenges

Traffic and parking issues were the most common answer to the question on the challenges of doing business on the Northern Beaches. Congested roads make getting around efficiently during the day a major challenge. Parking is also an issue with many centres experiencing high demand for parking.

The upside to the traffic congestion and parking issues is that many business owners and residents are becoming 'hyper-local' in the sense that they try not to do business outside of their immediate local area (within 5 minutes) and therefore more likely to walk or cycle.

Lack of Affordability

The Northern Beaches is an expensive place to live or operate a business. The average house price is \$2.7 million which makes it beyond reach for first time home buyers. It also impacts the ability of local businesses to attract necessary key workers. Parents also lament that their children will not be able to afford to continue living nearby.

Finding affordable business premises can also be very difficult. The high cost of leasing a business premise would also be one of the factors driving both the high incidence of home-based businesses, and the rise in co-working spaces on the Northern Beaches.

Mainstreet Retail & Hospitality Struggling

Retail trade is a very important sector to the Northern Beaches economy in terms of total employment and the visitor economy. Large shopping centres are doing relatively well, but some of the smaller retailers at neighbourhood shops struggle. Feedback received indicates this is particularly the case for the smaller, traditional 'bricks-and-mortar' retailers.

The hospitality sector has had a very difficult past 2 years due to COVID-19. The reduced international travellers, lockdowns and social distancing measures have all negatively impacted cafes and restaurants.

What Businesses want from Council

During late 2021 a survey was conducted of 90 local business owners across all industry sectors, covering all sizes (self-employed to over 200 staff), and from 28 suburbs across the LGA. The survey included questions on how council can support the local economy, support individual businesses and how to attract further investment to the Northern Beaches. A summary of the findings is provided below.

How Council can best support the Northern Beaches Economy:

1. Advocate for NBN and improved internet speeds (14%)
2. Promote local training and job opportunities (12%)
3. Ensure we retain our industrial and warehousing spaces (12%)
4. Address housing affordability for key workers (11%)
5. Promote the Northern Beaches as a genuine business location (10%)

How Council can best support Individual Businesses:

1. Provide information on grants and financial support (13%)



2. Ensure affordable rental space for start-up businesses (12%)
3. Support greater networking amongst businesses and networking (12%)
4. Encourage Northern Beaches residents to buy-local (11%)
5. Streamline council processes (e.g. DAs) (7%)

How to Attract New Businesses to the Northern Beaches (sample of comments):

- *"Promote the friendly culture that underpins this community."*
- *"Continue to improve the landscape of the Northern Beaches. More trees, cycleways, footpaths."*
- *"Shared office space to attract entrepreneurs."*
- *"Be bold and ambitious and leverage off the excellent creative community that live and work on the Northern Beaches."*
- *"Council should do more to support home businesses such as providing confirmation that a DA is not required to conduct specific businesses in writing."*
- *"Give us an arts precinct in Mona Vale where creatives can live and apply their businesses in the one area."*
- *"Provide more EV chargers."*
- *"More flexibility around how spaces are used."*
- *"Support business events to allow them to scale and attract a broader audience."*
- *"Make it affordable to live and work here."*

Strategic Issues Summary

Drawing upon all the business engagement and desktop analysis, a series of strategic issues have emerged that inform the EDS and future planning to address currently challenges and leverage opportunities to create a more sustainable and resilient economy.

Identified Challenges

Jobs and Skills Mismatch

At the last census, almost half of residents on the Northern Beaches were working outside of the region. In 2019, there were 43,986 less jobs than employed residents. This suggests the region is not generating enough jobs or the right type to support its residence base, or neighbouring regions provide better opportunities. There was also a high proportion of key workers, such as schoolteachers, who need to commute from homes outside of the LGA. This would suggest a lack of affordable housing.

Transport Connections

Poor public transport connections can increase traffic congestion and limit potential of strong growth of business precincts compared to other areas in Sydney. Many business owners and workers feel that private car travel is their only viable transport option. There is a higher proportion of private motor vehicle travel to work for residents, than the average for Greater Sydney. There are public transport infrastructure improvements planned, such as more dedicated bus lanes/routes, which will help to address this chronic issue.

Falling Relative Worker Productivity

The average worker productivity has fallen compared to the average for Greater Sydney. In 2018/19 this was approximately \$5,354 GRP less per worker annually. This can be explained by lower economic value jobs, such as retail and health care, making up a greater share of new jobs created locally. To reverse the trends what is needed is more high-end jobs, such as in professional services, on the Northern Beaches.

Lack of Major Commercial Core

There has been strong development activity in both residential and non-residential building approvals in the five years leading up to 2019. The majority of the non-residential building approvals have been for education, retail, health, warehouses, entertainment and aged care facilities. Unfortunately, there has been a low level of new commercial office development which places constraints on the growth of professional white-collar jobs on the Northern Beaches.

Protecting Industrial Areas

There is a need to protect industrial areas across the Northern Beaches LGA. They are under threat from competing land uses but serve an important function in terms of supply chains and urban services. It will also be important to retain affordable industrial areas to support the next generation of creative industries.

Strategic Opportunities

Potential strategic opportunities have emerged during the statistical analysis and business consultation stages of preparing this strategy. A summary of these opportunities is presented below and have each been considered in the recommended themes and actions further below.

**Improved Transport Connections between Employment Precincts**

Recognising the frustrations around traffic congestion and parking, there is a need to plan for improved, high-frequency public transport options connecting key economic precincts. Support more active travel options such as cycling and walking with improved shared pedestrian paths.

Advocate for Affordable Housing

Advocate for the provision of affordable housing for key workers. Research areas of the LGA that might be suitable areas for increased affordable housing and seek to influence positive outcomes through the land use planning process and funding from other levels of government.

Business Resilience

Increase the resilience of our local businesses to effectively prepare, respond and recover from shock events and adapt to a changing climate.

Encourage education and lifelong learning locally

Understand the career aspirations of school leavers, as well as mid/late career residents, and work with tertiary education providers and local industry, to ensure there is the range of courses and reskilling programs available to create more opportunities to live/study/work on the Northern Beaches to meet future employment demands.

Market Existing Businesses to Attract Investment

Highlight the diverse range of innovative and creative businesses that already exist, from biomedical campuses to 3-D printing manufacturers, to help change perceptions of the Northern Beaches as a place to run a business and succeed. A marketing strategy should be used to highlight the benefits of environmentally sustainable developments in high amenity areas close to where residents live.

Investigate Increasing Commercial Space

Investigate and monitor the provision of sufficient land to accommodate growth of commercial enterprises and address the skills and local jobs mismatch (especially for professional services). Provision of commercial core is a strong focus for Brookvale as the largest employment precinct on the Northern Beaches, and for Mona Vale to strengthen its role as the centre for the North.

Strengthen Home-Based Business Networking

Survey professional services home-based businesses to understand the specific business development needs of this sub-sector. Encourage more talented professionals working elsewhere to start their own businesses on the Northern Beaches.

Encourage Co-Working Spaces

Council can look to support and promote the establishment of co-working in high amenity retail or commercial hubs. There may be opportunities to repurpose vacant or underutilised premises and/or ensure new developments provide enough smaller adaptive commercial space.

Support investment in local start-ups

Promote entrepreneurial investor networks to help emerging businesses to scale up on the Northern Beaches, including pitch nights and peer support for the start-up community.

**Cross-Sectoral Industry Collaborations**

Explore potential to form links between key health assets, local manufacturing companies and education research providers to grow commercial health science opportunities (esp. in growing rehabilitation equipment and services market). There are also opportunities to explore collaborations between the hospitality, tech start-ups and cultural and creative sector.

Creative District and Promote Local Producers

Investigate the establishment of a designated creative district at Brookvale with marketing and other support services. Continue to foster and strengthen the emerging creative and cultural industry network and other emerging hubs such as at Freshwater and Avalon, to encourage mentoring, partnerships and integrated supply chains.

Enhance Café Culture and Dining Experiences

Food retailing is one of the better performing sub-sectors within retail and outdoor dining has been popular in Greater Sydney and is likely to be increasingly so post-COVID. This can be further supported by considered place-making adjustments such as footpath widening, traffic calming and lighting treatments to increase amenity to encourage alfresco experiences. There is also opportunity to showcase circular economy principles with a growing proportion of businesses using reusable packaging systems.

Support the Re-activation of the Hospitality Sector

Explore how to grow domestic tourism opportunities due to the short-term absence of international visitors and Tourism Australia's focus on regional markets. Support targeted place-based activations such as events, outdoor dining and live music, and other creative and cultural expressions promoted through regional campaigns.

Promote Job Creation towards Net Zero and Circular Economy

There will be investment and job opportunities created as the world's businesses, including Australia, transition to a low-carbon and circular economy. Northern Beaches can position itself as a future green economy hub that is inspired by a beautiful natural environment and a highly talented resident workforce, with passion and skills to drawdown carbon and keep resources in use for longer.

One example is designing industrial and business parks to collect and share used material, water and energy between businesses for beneficial reuse by other businesses in the park. This will include infrastructure to efficiently collect 'clean' used materials to enable recycling, as well as planning controls and available land to facilitate reuse and repair of circulated materials, energy and water.



Theme 1: Diverse Economy

Goal 1

For the Northern Beaches to have a diverse and resilient economy in terms of industry, housing and participation. We want our business precincts to be preserved and promoted to secure local supply chains and advanced manufacturing capability. We want a range of affordable housing options for key workers within our LGA. We want an economy that is inclusive and allows all people to participate.

Objectives

1. Protect, retain and enhance our existing employment lands with each precinct having a distinct role, character and identity.
2. There is support for innovation and adaptability in economic land uses to support business and employment growth.
3. There is increasing housing affordability and choice to attract and retain key workers.
4. Our rich economic history and ongoing diversity are recognised and promoted to attract further investment.
5. Our economy becomes increasingly resilient as businesses are prepared for shocks and stresses.
6. Reduce inequality to allow more people to prosper and contribute to the economy through employment, training and consumption.

Recommended Actions

1. Revitalise critical employment lands through completion of the Brookvale Structure Plan, Mona Vale Place Plan and delivery of the Northern Beaches Hospital Precinct Structure Plan.
2. Create the conditions for supporting innovation in manufacturing and logistics sectors by retaining and managing industrial and business park precincts, including managing demand from non-industrial uses, as well investigating opportunities to enhance the capacity of industrial zoned land, such as increasing building heights.
3. Prepare an investment campaign to promote the Northern Beaches as a genuine business location, highlighting local innovation and creativity across our diverse precincts and sectors.
4. Deliver new affordable housing stock through advocating to the NSW Government and implementing the Northern Beaches Local Housing Strategy.
5. Monitor emerging skill gaps and promote local training and jobs opportunities, particularly to youth, to address gaps and highlight opportunities that exist.
6. Investigate provision of dedicated study spaces to support access to online tertiary and life-long education.
7. Trial innovative approaches to increasing intergenerational skills exchange and using mentoring to support economic development.
8. Ensure the Northern Beaches is an inclusive economy by sharing information and examples of inclusive employment and business practices.
9. Ensure there is sufficient access for key workers to local jobs, by advocating for improved public transport infrastructure and services into and out of the Northern Beaches.
10. Support business recovery and resilience through ongoing communication of support services and programs to help businesses prepare, adapt and thrive.

Performance Measures

Outcomes (external):

1. Number of businesses and jobs in strategic employment centres
2. Incomes and unemployment rates across the LGA
3. Value (\$) of commercial or industrial DAs approved
4. Number of affordable and social housing dwellings

Outputs (internal):

1. Completion of the LEP/DCP Review, Structure Plans and Place Plans for key employment precincts
2. The number of new affordable housing dwellings delivered via the Affordable Housing Contributions scheme

Theme 2: Entrepreneurial Economy

Goal 2

For the Northern Beaches to have a creative, innovative and entrepreneurial economy. We want our creative and cultural industries to be well supported and promoted. We want our residents to be encouraged to start home-based businesses. We want to enable and build a culture of entrepreneurship and value locally produced goods and services.

Objectives

1. Residents are encouraged to start home-based businesses across a range of industries.
2. We have strong business networks and a culture of mentoring and collaboration.
3. Residents are encouraged to support 'home grown' businesses.
4. Existing creative and cultural businesses are supported and promoted.
5. The Northern Beaches continues to be a place where creativity is nurtured and celebrated.

Recommended Actions

1. Support people interested in starting a home-based business with clear guidelines and information, as well as enterprise development programs.
2. Track the rates of home-based businesses across the LGA and monitor their needs and augment support programs accordingly.
3. Promote Council's Business Support Service and explore opportunities to streamline government approval processes to start or grow a business locally.
4. Advocate to other levels of government for improved internet coverage to enable home-based working and support the digital economy.
5. Tap into local expertise and networks, such as local chambers, to foster our culture of mentoring and collaboration between businesses.
6. Grow and enhance the Northern Beaches Culture Map Live to showcase and connect our community with our creative and cultural industries.
7. Establish Brookvale as a home for professional and creative businesses on the Northern Beaches, leveraging its history of innovation to deliver high quality professional spaces, commercial co-working opportunities and purpose-built spaces for networking/events and showcasing creative businesses.



8. Develop high quality public domain and infrastructure, including public art, that highlights our region's cultural identity and collective history, and provides inspiring places and spaces for innovation and entertainment.

Performance Measures

Outcomes (external):

1. Number of creative and cultural economy businesses and jobs
2. Number of home-based businesses (business owners also working at home, Census)

Outputs (internal):

1. Cultural Map Live numbers
2. Home-Based Business network membership and resources shared
3. Number of business events and support programs and level of satisfaction from attendees

Theme 3: Vibrant Economy

Goal 3

For the Northern Beaches town centres to be thriving and inclusive for residents and visitors during the day and into the evening. We want to support live performance, community festivals and events. We want to leverage international tourism exposure for future business development.

Objectives

1. Our town centres are activated and pedestrian friendly.
2. Businesses are assisted in their recovery from COVID-19 and ongoing resilience.
3. Businesses are encouraged to participate in the evening and night-time economy.
4. We spread events proportionally across the LGA.
5. Our strong visitor economy is leveraged to support further business growth.

Recommended Actions

1. Undertake Place Plans to revitalise our town centres and villages and to make them more pedestrian friendly, fill vacant shops and embed creativity in our built environment.
2. Review policies and processes to encourage increased alfresco dining, live music and events in town centres. Encourage residents, including those increasingly working from home, to shop local and support their local centres.
3. Investigate opportunities to increase and diversify the night-time economy, in appropriate locations, including incentives for greater business participation.
4. Balance council-run and community-run events across different wards in the LGA.
5. Support events of various sizes and types through the grants program to drive increased visitation and tourism to the LGA.
6. Encourage more multi-purpose venues that can accommodate a range of live events and showcase creative works such as contemporary art, fashion, design and performance.
7. Create partnerships with creatives, local chambers of commerce, business networks and government to explore new cultural tourism opportunities, showcasing Northern Beaches businesses and events to domestic and international visitors.



8. Review parking provisions to support local businesses, such as motorcycle parking and P10 (i.e. 10 mins), to increase customer turnover and allow for pickup and deliveries.

Performance Measures

Outcomes (external):

1. Number of visitors and visitor nights
2. Monitor visitor spending in town centres
3. Monitor the size and growth of the night-time economy

Outputs (internal):

1. Number of place plans or activation plans completed
2. Number and satisfaction levels with council-run community events
3. Number of shop local campaigns run and business participation
4. Number of outdoor dining / footpath merchandise and busking permits issued

Theme 4: Green Economy

Goal 4

For the Northern Beaches to ensure we are protecting and enhancing the natural environment as we grow the economy. We want to grow jobs and attract investment in the green economy. We want our businesses to become more circular in how they manage resources and reduce waste.

Objectives

1. Increase the number of businesses and jobs that are concerned with protecting or enhancing the environment.
2. Businesses adopt circular economy principles by designing out waste and keeping resources in use for longer.
3. Businesses are involved in mitigating and adapting to climate change.
4. Effectively manage the impacts of visitors in such a way as to protect the environment.
5. Our transport choices and systems become more sustainable.

Recommended Actions

1. Monitor the size and growth of green jobs on the Northern Beaches and investigate the potential investment opportunities in emerging green industries.
2. Analyse suitable 'circular economy' business models, including repair, reuse and recycling businesses, and consider providing seed funding for 'start up' circular economy businesses.
3. Expand the Sustainability Business Network by showcasing local sustainability champions and encourage new businesses to join.
4. Investigate the establishment of green economy hubs to support emerging green industries and attract more 'green investment' capital, including suitable mix of businesses to share used materials, water and energy across businesses and minimise carbon emissions.
5. Deliver programs to help businesses make meaningful progress towards net zero emissions and become more circular in their operations (e.g. Swap for Good program, installation of solar panels etc.).



6. Develop a "Get Ready Business" program to ensure local business owners are aware of the risks to business continuity and are able to identify and implement strategies to minimise the economic impact of shock events.
7. Ensure that as we grow the visitor economy, we adopt a 'zero impact' management approach particularly for visitation to sensitive natural areas.
8. Promote and encourage people and businesses to adopt low emissions travel options in their daily commute to work such as walking, cycling or public transport through improved footpaths, bike racks, end of trip facilities and public transport, and encourage electric vehicle use through EV charging stations.

Performance Measures

Outcomes (external):

1. Number of green jobs and/or businesses
2. Reduction in level of commercial/industrial Co2 emissions
3. Number of commercial premises with solar panels

Outputs (internal):

1. Sustainability Business Network membership
2. Number of businesses participating in Council's sustainability and waste education programs

Implementation and Evaluation Plan Summary

Themes	Actions	Council's Role	Performance Measures
Diverse Economy	1. Revitalise critical employment lands through completion of the Brookvale Structure Plan, Mona Vale Place Plan and delivery of the Northern Beaches Hospital Precinct Structure Plan.	Direct Action / Collaboration	<p>Outcomes (external):</p> <ol style="list-style-type: none"> 1. Number of businesses and jobs in strategic employment centres 1.2. Incomes and unemployment rates across the LGA 2.3. Value (\$) of commercial or industrial DAs approved 3.4. Number of affordable and social housing dwellings <p>Outputs (internal):</p> <ol style="list-style-type: none"> 1. Completion of the LEP/DCP Review and Structure Plans for key employment precincts 2. The number of new affordable housing dwellings delivered via the Affordable Housing Contributions scheme
	2. Create the conditions for supporting innovation in manufacturing and logistics sectors by retaining and managing industrial and business park precincts, including managing demand from non-industrial uses, as well as investigating opportunities to enhance the capacity of industrial zoned land, such as increasing building heights.	Direct Action	
	3. Prepare an investment campaign to promote the Northern Beaches as a genuine business location, highlighting local innovation and creativity across our diverse precincts and sectors.	Direct Action	
	4. Deliver new affordable housing stock through advocating to the NSW Government and implementing the Northern Beaches Housing Strategy.	Direct Action / Advocacy	
	5. Monitor emerging skill gaps and promote local training and jobs opportunities, particularly to youth, to address gaps and highlight opportunities that exist.	Collaboration	
	6. Investigate provision of dedicated study spaces to support access to online tertiary and life-long education.	Direct Action / Collaboration	
	7. Trial innovative approaches to increasing intergenerational skills exchange and using mentoring to support economic development.	Collaboration	
	8. Ensure the Northern Beaches is an inclusive economy by sharing information and examples of inclusive employment and business practices.	Advocacy	
	9. Ensure there is sufficient access for key workers to local jobs, by advocating for improved public transport infrastructure and services into and out of the Northern Beaches.	Advocacy	
	10. Support business recovery and resilience through ongoing communication of support services and programs to help businesses prepare, adapt and thrive.	Direct Action / Collaboration	

Entrepreneurial Economy	1. Support people interested in starting a home-based business with clear guidelines and information, as well as enterprise development programs	Direct Action	<p>Outcomes (external):</p> <ol style="list-style-type: none"> 1. Number of creative and cultural economy businesses and jobs 2. Number of home-based businesses (business owners also working at home, Census) <p>Outputs (internal):</p> <ol style="list-style-type: none"> 1. Cultural Mapping Live register membership numbers 2. HBB network membership and resources shared 3. Number of business events and support programs and level of satisfaction from attendees
	2. Track the rates of home-based businesses across the LGA and monitor their needs and augment support programs accordingly.	Direct Action	
	3. Promote the Business Support Service and explore opportunities to streamline government approval processes to start or grow business locally.	Direct Action / Collaboration	
	4. Advocate to other levels of government for improved internet coverage to enable home-based working and support the digital economy.	Direct Action	
	5. Tap into local expertise and networks, such as local chambers, to foster our culture of mentoring and collaboration between businesses.	Collaboration	
	6. Grow and enhance the Northern Beaches Culture Map Live to showcase and connect our community with our creative and cultural industries	Direct Action / Collaboration	
	7. Look for opportunities in the new Brookvale Structure Plan to support the continued growth of creative and cultural industries as more mixed-use zoned land is introduced in the precinct at the cost of some industrial land.	Collaboration	
	8. Develop high quality public domain and infrastructure, including public art, that highlights our region's cultural identity and collective history, and provides inspiring places and spaces for innovation and entertainment.	Direct Action	

Vibrant Economy	1. Undertake Place Plans to revitalise our town centres and villages and to make them more pedestrian friendly, fill vacant shops and embed creativity in our built environment.	Direct Action	<p>Outcomes (external):</p> <ol style="list-style-type: none"> 1. Number of visitors and visitor nights 2. Monitor visitor spending in town centres 3. Monitor the size and growth of the night-time economy <p>Outputs (internal):</p> <ol style="list-style-type: none"> 1. Number of place plans or activation plans completed 2. Number and satisfaction levels with council-run community events 3. Number of shop local campaigns run and business participation 4. Number of outdoor dining / footpath merchandise and busking permits issued
	2. Review policies and processes to encourage increased alfresco dining, live music and events in town centres. Encourage residents, including those increasingly working from home, to shop local and support their local centres.	Direct Action	
	3. Investigate opportunities to increase and diversify the night-time economy, in appropriate locations, including incentives for greater business participation.	Direct Action	
	4. Balance council-run and community-run events across different wards in the LGA.	Collaboration	

5. Supporting events or various sizes and types through the grants program to drive increased visitation and tourism to the LGA.	Collaboration	
6. Encourage more multi-purpose venues that can accommodate a range of live events and showcase creative works such as contemporary art, fashion, design and performance.	Advocacy	
7. Create partnerships with creatives, local chambers of commerce, business networks and government to explore new cultural tourism opportunities, showcasing Northern Beaches businesses and events to domestic and international visitors.	Collaboration	
8. Review parking provisions to support local businesses, such as motorcycle parking and P10 (i.e. 10 mins), to increase customer turnover and allow for pickup and deliveries.	Direct Action	

Green Economy	1. Monitor the size and growth of green jobs on the Northern Beaches and investigate the potential investment opportunities in emerging green industries.	Direct Action	<p>Outcomes (external):</p> <ol style="list-style-type: none"> 1. Number of green jobs and/or businesses 2. Reduction in level of commercial/industrial Co2 emissions 3. Number of commercial premises with solar panels <p>Outputs (internal):</p> <ol style="list-style-type: none"> 1. Sustainability Business Network membership 2. Number of businesses participating in Council's sustainability and waste education programs
	2. Analyse suitable 'circular economy' business models, including repair, reuse and recycling businesses, and consider providing seed funding for 'start up' circular economy businesses.	Collaboration	
	3. Expand the Sustainability Business Network by showcasing local sustainability champions and encourage new businesses to join.	Direct Action	
	4. Investigate the establishment of green economy hubs to support emerging green industries and attract more 'green investment' capital, including suitable mix of businesses to share used materials, water and energy across businesses and minimise carbon emissions.	Direct Action / Collaboration / Advocacy	
	5. Deliver programs to help businesses make meaningful progress towards net zero emissions and become more circular in their operations (e.g. Swap for Good program, installation of solar panels etc.).	Direct Action / Collaboration	
	6. Develop a "Get Ready Business" program to ensure local business owners are aware of the risks to business continuity and are able to identify and implement strategies to minimise the economic impact of shock events	Direct Action	
	7. Ensure that as we grow the visitor economy, we adopt a 'zero impact' management approach particularly for visitation to sensitive natural areas.	Direct Action / Advocacy	

	8. Promote and encourage people and businesses to adopt low emissions travel options in their daily commute to work such as walking, cycling or public transport through improved footpaths, bike racks, end of trip facilities and public transport, and encourage electric vehicle use through EV charging stations.	Direct Action / Collaboration	
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Glossary

- *Affordable housing* - housing that has been developed with some assistance from the NSW and/or Commonwealth Governments, including through planning incentives.
- *Bricks-and-mortar retail* - a traditional street-side business that offers products and services to its customers face-to-face in an office or store that the business owns or rents.
- *Business Park* – a designated area where company offices and light industrial premises are built.
- *Circular economy* - a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible.
- *Co-working space* - an environment that is designed to accommodate people from different companies who come to do work by providing shared facilities, services, and tools.
- *Creative and cultural sector* – Council considers art to be the manifestations of culture encompassing visual and performing arts, crafts, fashion and design, film and screen-based works, literature, digital and new media, and hybrid and new forms of creative thinking and expression.
- *Creative district* – a well-recognized, labelled areas of a city, with defined borders, in which a high concentration of cultural facilities and programs serve as the main anchor of attraction.
- *Creative enterprise* - entities that have their origin in individual creativity, skill and talent, and which have a potential for wealth and job creation through the generation and exploitation of intellectual property.
- *Creative industries* – include a range of businesses that use creativity and knowledge as their primary source of economic generation.
- *DA* – a development application (DA) is a formal request for consent to execute proposed development.
- *Entrepreneur* – a person who sets up a business or businesses, taking on financial risks in the hope of profit.
- *Night time economy* – economic activity taking place after many people finish daytime employment or formal education, such as eating and drinking, entertainment in between the hours of 6pm – 9pm (evening) 9pm – 2am (night time) 2am – 6am (late night).
- *GDP* – gross domestic product is the market value of all the final goods and services produced in a specific time by countries.
- *Green economy* - defined as low carbon, resource efficient and socially inclusive.
- *Green jobs* – jobs in businesses that produce goods or provide services that benefit the environment or conserve natural resources.
- *Home-based business* – a business whereby the home is also the principal place of business e.g. there is a room or space set aside only for business activities.



- *Industrial Park* – an area of land developed as a site for factories and other industrial businesses.
- *Key worker* – someone who does a job that is important for society, for example, a nurse, teacher, or police officer and typically on a low to medium salary.
- *Net zero* – a target of completely negating the amount of greenhouse gases produced by human activity, to be achieved by reducing emissions and implementing methods of absorbing carbon dioxide from the atmosphere.
- *Resilience* - The capacity of individuals, communities, businesses, and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience.
- *Shocks* - any sudden, intense, short-term events that significantly impact our community such as a natural disaster, pandemic, financial institution collapse etc
- *Start-up business* – a company in the first stage of its operations, often being financed by its entrepreneurial founders during the initial starting period.
- *Stresses* – slow burn issues which are systemic, interconnected and complex in nature that impact our community on a daily or cyclical basis such as housing affordability, climate change etc

Resources

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11. Swinburn, Goga & Murphy, 2006, *Local Economic Development: Developing and Implementing Local Economic Development Strategies and Action Plans*, The World Bank,
<https://documents1.worldbank.org/curated/en/763491468313739403/pdf/337690REVISED0ENGLISH0led1primer.pdf>

ITEM 6.3	BACK TO BUSINESS PROGRAM REVIEW - DEB KEMPE - 40 MINS
REPORTING OFFICER	TEAM LEADER, ECONOMIC DEVELOPMENT AND TOURISM
TRIM FILE REF	2022/163032
ATTACHMENTS	NIL

ISSUE

To inform the Economic & Smart Communities SRG members of the outcomes of the Back to Business program, which helped businesses reopening following easing of COVID-19 restrictions in October 2021.

BACKGROUND

The Back to Business program was implemented at a time when the businesses on the Northern Beaches were under considerable pressure, both financially and emotionally, due to the continuing Public Health Order lockdowns. The purpose was to streamline approval process to help businesses reopen following the lifting of COVID-19 restrictions in October 2021.

Businesses were invited to contact Council with their ideas (submissions) on how we could assist them to reopen. The program received 161 submissions with 45 permits issued and 57 cases closed as business as usual (BAU). These submissions covered a broad range of ideas with the most common requests relating to use of public footpath or spaces outside of businesses premises to enable businesses to maximise the number of customers they could service under COVID-19 restrictions.

For cafes and restaurants this meant expanding or creating new outdoor dining areas and allowing for selling take-away food (including footpath BBQs). For retailers, this enabled further display and selling of goods on the footpaths, and beauty salons and hairdressers creating much needed outside space for waiting clients.

The program was case managed through the Place & Economic Development team and the Salesforce Case Management Program which provided staff with the ability to track and refer cases internally.

Applications were assessed against the criteria developed by the internal working group. Many of the submissions required input across a number of business units and consultation with surrounding businesses, to understand and mitigate any impacts.

Approved applications were provided with a letter stating conditions and a B2B permit with approval granted until 31 March 2022.

Of the 45 B2B permits issued, these consist of:

- 22 outdoor dining approvals
- 15 approvals for footpath use for waiting areas
- five approvals for footpath embellishments
- three approvals for use of public open space.

DISCUSSION

The program gave Council a lot of credibility with our business community on our ability to be proactive and pragmatic in quickly responding to business requests. The business community have been very appreciative of the assistance by the Business Support team in providing information that is relevant to them and their circumstances, assistance in navigating Council pathways, cutting red tape where possible and streamlining the process for approvals.

The formation of the working group with senior Council staff made the decision making on the submissions quicker and assistance from the internal business units more seamless.

There were some community complaints received, primarily around the usage by businesses of the footpath or road areas, which were in the main resolved satisfactorily by discussions with the complainant.

With the easing of restrictions and the 2sqm rule no longer in force, the program is winding up as businesses can begin to commence normal operation. The majority of the B2B permits have expired naturally with restrictions easing and approvals for requests such as hairdressers' use of footpaths no longer required.

The Council resolution at the meeting of 22 February 2022 agreed to continue to waive outdoor dining fees for businesses until 30 June 2022, therefore it is proposed that the B2B outdoor dining permits be extended until 30 June 2022.

RECOMMENDATION OF TEAM LEADER, ECONOMIC DEVELOPMENT AND TOURISM

That:

1. The Economic & Smart Communities SRG note the review of the Back to Business Program