



MINUTES

ECONOMIC AND SMART COMMUNITIES STRATEGIC REFERENCE GROUP

held in the Flannel Flower Room on

WEDNESDAY 30 MARCH 2022

Minutes of the Economic and Smart Communities

Strategic Reference Group

held on Wednesday 30 March 2022

in the Flannel Flower Room

Commencing at 6:04PM

ATTENDANCE:

Committee Members

| | |
|--|-----------------------------------|
| Cr Sue Heins (Chair) | Councillor |
| Cr Michael Gencher | Councillor |
| Cr Sarah Grattan | Councillor |
| Andy West | |
| Stuart White | Microsoft Australia |
| Drew Johnson | Manly Business Chamber |
| Ngaire Young | Northern Beaches Campus, TAFE NSW |
| Alexander Coxon (<i>Remote attendance</i>) | |

Council Officer Contacts

| | |
|-----------------|--|
| Kath McKenzie | Executive Manager, Community Engagement & Communications |
| Nikki Griffith | Manager, Place and Economic Development |
| Deb Kempe | Team Leader, Economic Development and Tourism |
| Claudia Brodtke | Senior Advisor – Governance |

Visitors

| | |
|--------------|--------------------------|
| Nathan Pratt | NDP Economic Development |
|--------------|--------------------------|

1.0 ACKNOWLEDGEMENT OF COUNTRY

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

2.0 APOLOGIES

Apologies were received from Councillor Ryburn, Matthew Adderton, Gordon Lang, Stephen Pirovic and Geri Moorman.

Peter Middleton has resigned from the SRG.

3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

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

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 MINUTES OF ECONOMIC AND SMART COMMUNITIES STRATEGIC REFERENCE GROUP MEETING HELD 17 NOVEMBER 2021

CONFIRMED

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, are hereby confirmed as a true and correct record of the proceedings of that meeting.

5.0 UPDATE ON ACTIONS FROM LAST MEETING

Nil

6.0 AGENDA ITEMS

6.1 WELCOME AND INTRODUCTIONS TO NEW COUNCILLORS

DISCUSSION

Councillor Heins introduced the new councillor members to the SRG and members provided a brief introduction to themselves.

6.2 DRAFT ECONOMIC DEVELOPMENT STRATEGY PRESENTATION

DISCUSSION

Nathan Pratt, NDP Economic Development presented on the Draft Economic Development Strategy (*Attachment 1*).

Members discussed this presentation, noting the following points:

- Online businesses also require storage spaces/warehouses to store their products.
- The current hospitality staffing shortages
- Lobbying for better infrastructure to assist with improved internet speeds for home-based businesses and working from home.
- High level indicators/performance measures – how do we capture what success looks like?

The group then carried out a workshop to review and identify priority actions in the Economic Development Strategy (*Attachment 2*).

ACTION

That members provide written feedback on working draft of the Economic Development Strategy to Kath McKenzie by 29 April 2022 kath.mckenzie@northernbeaches.nsw.gov.au

6.3 BACK TO BUSINESS PROGRAM REVIEW

DISCUSSION

Nikki Griffith, Manager, Place and Economic Development provided an update on the Back to Business Program review.

The group touched on the following key discussion points;

- The recent flood and weather events have seen requests for assistance from businesses ramping up again.
- Place Coordinators visited businesses following the weather events with information on available Government grants.
- The trial Streets as Shared Spaces on The Strand, Dee Why. K McKenzie committed to providing an update on the outcome of this trial back to the group.

ACTION

Provide an update on the outcomes of the Streets as Shared Spaces trial on The Strand, Dee Why.

7.0 GENERAL BUSINESS

DISCUSSION

Kath McKenzie, Executive Manager Community Engagement and Communications provided the

following updates:

- Council has received funding from Investment NSW for the re-activation of Manly CBD (which will be delivered through a program of events between 21st – 30th April as a day and night program). Marketing for this initiative will be going to regional New South Wales as the target market to encourage overnight stays. Economic evaluation data will be used to assess the effectiveness of this initiative.
- *Taste of the Beaches*, is being held in May and will include a food and wine grants program from which a number of businesses will benefit across the Northern Beaches. The signature event in Manly will close at 5.30pm to encourage people to then spend further time in the Manly area, which the main focus of the event being around destination and brand value.
- Manly Family Fun Fest is being held across March. The place and events teams are working closely with the Destination Management Plans to add value to businesses.

There was discussion around the Smart Parking technology inclusive of the parking sensor technology, as well as the Smart Beaches partnership with Lake Macquarie Council and the smart bins. K McKenzie committed that staff will provide members with an update on the status of the Smart Beaches and Smart Parking initiatives at the next SRG meeting.

ACTION

Provide an update on the smart bins initiative.

SUMMARY OF ACTIONS

| ITEM NO. | ACTION | RESPONSIBLE OFFICER | DUE DATE |
|----------|---|---------------------|---------------|
| 6.2 | That members provide written feedback on working draft of the Economic Development Strategy to kath.mckenzie@northernbeaches.nsw.gov.au | Members | 29 April 2022 |
| 6.3 | Provide an update on the Shared Spaces trial at Dee Why | Kath McKenzie | ASAP |
| 7.0 | Update on the status of the Smart Beaches and Smart Parking initiatives next SRG meeting | Kath McKenzie | ASAP |

The meeting concluded at 8.06 pm


This is the final page of the Minutes comprising 5 pages numbered 1 to 5 of the Economic and Smart Communities Strategic Reference Group meeting held on Wednesday 30 March 2022 and confirmed on Wednesday 1 June 2022



1

Purpose of ED Strategy

- To clearly outline the key economic challenges and opportunities facing the Northern Beaches and provide a positive direction for the future.
- Business friendly and easy-to-read strategy (30-40 pages)
 - not contain large amounts of technical information or statistics (reference SGS Employment Study)
- Lead strategy for Council’s ‘Economic’ pillar, along side Move Strategy
- Adopts broader definition of **sustainable economic development**
 - Build up the economic capacity and resilience of the area.
 - Improve people’s quality of life and access to opportunity
 - Encourage increased levels of entrepreneurship and innovation.
 - Protect the environment whilst still supporting balanced growth.

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2

What we have done so far



Economic Health
Check



Literature review &
meetings with
Departments



3 workshops with
SRG



25 interviews



100+ surveys



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3

Economic Overview

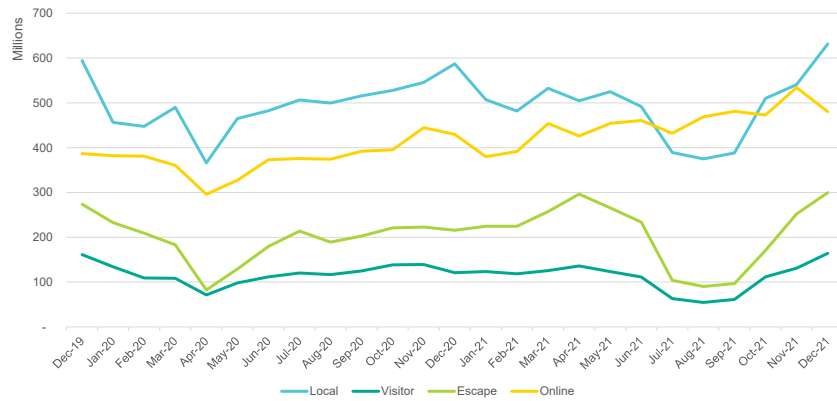
- Slow and Steady Growth
- Low Unemployment
- Distinct Industry Strengths
- Strong Entrepreneurial Spirit
- High-Share of Home-Based Businesses
- Highly Skilled Resident Workforce
- Contribution of the Visitor Economy
- Concentration Cultural and Creative Sector



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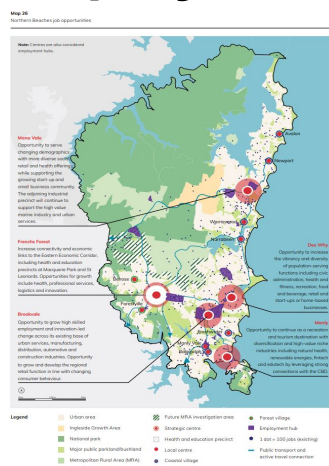
4

Impact COVID-19 Local Spending



5

Employment Precincts



- Frenchs Forest
- Brookvale
- Dee Why
- Mona Vale
- Local Centers
- Business & Industrial Parks



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What we heard – Business Survey

- **48% Home-Based Business**
 - 43% micro and 32% non-employing
 - Professional, Construction, Finance top sectors
- **Why start their business**
 - 1. Be own Boss 2. Flexibility 3. Avoid long commute
- **Impact COVID-19**
 - 58% sales down – 40% more than 30%
- **Business outlook**
 - 36% sales up – 36% more than 10%



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What we heard – Business Survey

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%)



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Identified Challenges

- Jobs and Skills Mismatch
- Poor Transport Connections
- Falling Relative Worker Productivity
- Lack of Major Commercial Core
- Pressure on Industrial Areas



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Strategic Opportunities

- Improved Transport Connections between Employment Precincts
- Advocate for Affordable Housing
- Build Business Resilience
- Encourage education and lifelong learning locally
- Market Existing Businesses to Attract Investment
- Investigate Increasing Commercial Space
- Strengthen Home-Based Business Networking
- Encourage Co-Working Spaces
- Support investment in local start-ups
- Encourage Cross-Sectoral Industry Collaborations
- Support Creative District and Promote Local Producers
- Enhance Café Culture and Dining Experiences
- Support the Re-activation of the Hospitality Sector
- Promote Job Creation towards Net Zero and Circular Economy



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Themes

1. Diverse Economy
2. Entrepreneurial Economy
3. Vibrant Economy
4. Green Economy

Each theme has:

- Goal
- Objectives
- Recommended Actions
- Performance Measures



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Diverse Economy

Goal

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.



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Diverse Economy

Actions:

1. Revitalise critical employment lands through Structure Plans.
2. Create the conditions to support innovation in the manufacturing & logistics sectors.
3. Promote the Northern Beaches as a genuine business location.
4. Deliver new affordable housing stock.
5. Monitor skill gaps and promote local training and jobs opportunities.
6. Provide access to online tertiary and life-long education.
7. Increase intergenerational skills exchange through mentoring.
8. Ensure an inclusive economy through inclusive business & employment practices.
9. Improve public transport for key workers to access local jobs.
10. Support business resilience to help business prepare, adapt and thrive with change.

Performance Measures (example)

- External - Number of businesses and jobs in strategic employment centres
- Internal – Completion of Structure and Place Plans



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Entrepreneurial Economy

Goal

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.



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Entrepreneurial Economy

Actions:

1. Provide clear guidelines and support for starting home-based businesses
2. Monitor number and needs of home-based businesses across the LGA.
3. Streamline government approval processes to start or grow a business.
4. Improve internet coverage to enable home-based working.
5. Foster our culture of mentoring and collaboration between businesses.
6. Use the Northern Beaches Culture Map Live to connect creative industries.
7. Establish Brookvale as a home for professional and creative businesses.
8. Develop high quality public domain and infrastructure to support innovation.

Performance Measures (examples)

- External - Number of home-based businesses
- Internal – Number of Council run business events and level of satisfaction



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Vibrant Economy

Goal

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.



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Vibrant Economy

Actions:

1. Undertake Place Plans to revitalise our town centres and villages.
2. Enable increased alfresco dining, live music and events in town centres.
3. Encourage residents to shop local and support their local centres.
4. Increase the night-time economy and business participation.
5. Balance council-run and community-run events across the LGA.
6. Support events to drive increased visitation and tourism to the LGA.
7. Encourage multi-purpose venues to accommodate a range of live events.
8. Create partnerships to explore new cultural tourism opportunities.

Performance Measures (example)

- External – Change in visitor spending in town centres
- Internal – Number of shop local campaigns run and business participation



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Green Economy

Goal

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.



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Green Economy

Actions:

1. Monitor green jobs and investigate emerging green industries.
2. Analyse suitable 'circular economy' business models
3. Expand the Sustainability Business Network.
4. Explore green economy hubs to support emerging green industries and investment.
5. Help businesses progress towards net zero emissions.
6. Develop a "Get Ready Business" program.
7. Adopt a 'zero impact' approach to destination management
8. Encourage low emissions travel options for businesses.

Performance Measures (example)

- External - Number of Green jobs
- Internal – Number of businesses participating in Council's sustainability programs



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Next Steps

- Economic & Smart Community SRG feedback
 - Priority actions workshop
 - Feedback on draft EDS by 29 April
- Economic & Smart Community SRG meeting 1 June
 - Review final draft
- Councillor briefing
- Council Meeting (June/July) to seek approval for public exhibition draft EDS
- Business and wider community consultation during exhibition
- Prepare final EDS for Council consideration



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THEME 1: DIVERSE ECONOMY

| RECOMMENDED ACTIONS | TOP PRIORITIES |
|---|---|
| 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. | 1 |
| Create the conditions for supporting innovation in the 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. | 4 |
| 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. | 0 |
| Deliver new affordable housing stock through advocating to the NSW Government and implementing the Northern Beaches Local Housing Strategy. | 2 |
| Monitor emerging skill gaps and promote local training and job opportunities, particularly to youth, to address gaps and highlight opportunities that exist. | 3 Combine with two actions below on skills, study and mentoring for youth and mature students |
| Investigate provision of dedicated study spaces to support access to online tertiary and life-long education. | As above |
| Trial innovative approaches to increasing intergenerational skills exchange and using mentoring to support economic development. | As above |
| Ensure the Northern Beaches is an inclusive economy by sharing information and examples of inclusive employment and business practices. | 1 |
| 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. | 2 |
| Support business recovery and resilience through ongoing communication of support services and programs to help businesses prepare, adapt and thrive. | |

Additional Actions:

- Take action to diversify opportunities in the digital economy
- Combine business chambers for quarterly events
- Need to also focus on start-ups to provide guidance

THEME 2: ENTREPRENEURIAL ECONOMY

| RECOMMENDED ACTIONS | TOP PRIORITIES |
|--|--|
| Support people interested in starting a home-based business with clear guidelines and information, as well as enterprise development programs. | 3 (Combine with action below on HBB below) |
| Track the rate of home-based businesses across the LGA and monitor their needs and augment support programs accordingly. | As above |
| Promote Council's Business Support Service and explore opportunities to streamline government approval processes to start or grow a business locally. | 2 |
| Advocate to other levels of government (<u>or private sector</u>) for improved internet coverage to enable home-based working and support the digital economy. | 4 |
| Tap into local expertise and networks, such as local chambers, to foster our culture of mentoring and collaboration between businesses. | 2 |
| Grow and enhance the Northern Beaches Culture Map Live to showcase and connect our community with our creative and cultural industries | 0 |
| 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. | 4 |
| 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 | 1 |

Additional Actions:

- Encourage 'working from home' to maximise positive economic impact
- Assist chambers to grow (otherwise 5th action is moot)

THEME 3: VIBRANT ECONOMY

| RECOMMENDED ACTIONS | TOP PRIORITIES |
|---|---|
| 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. | 6 |
| 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. | 2 (Affordable outdoor dining spaces and larger spaces for same cost i.e. \$ per head not sqm) |
| Investigate opportunities to increase and diversify the night-time economy, in appropriate locations, including incentives for greater business participation. | 3 |
| Balance council-run and community-run events across different wards in the LGA. | 1 (Combine/roll up three event actions into one) |
| Support events of various sizes and types through the grants program to drive increased visitation and tourism to the LGA. | As above |
| 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. | As above |
| Create partnerships with creatives, local chambers of commerce, business networks and government to explore new <u>cultural tourism opportunities</u> , showcasing Northern Beaches businesses and events to domestic and international visitors. | 3 (cultural tourism highlighted) |
| 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. | |

Additional actions:

- Maximise use of existing infrastructure space, including industrial

THEME 4: GREEN ECONOMY

| RECOMMENDED ACTIONS | TOP PRIORITIES |
|---|--|
| Monitor the size and growth of green jobs on the Northern Beaches and investigate the potential investment opportunities in emerging green industries. | 1 |
| Analyse suitable 'circular economy' business models, including repair, reuse and recycling businesses, and consider providing seed funding for 'start up' circular economy businesses. | 4 (Combine with action below) |
| Expand the Sustainability Business Network by showcasing local sustainability champions and encourage new businesses to join. | 1 As above |
| 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. | 4 |
| 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.). | 1 |
| 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 | 0 (Make clear it is about natural disaster preparedness) |
| Ensure that as we grow the visitor economy, we adopt a 'zero impact' management approach, particularly for visitation to sensitive natural areas. | 2.5 |
| 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. | 1 |

Additional actions:

- Require a more explicit connection to the DMP for enviro-based tourism (1)
- Need to further define Green Economy. How do LGA State and Federal models differ
- Green Economy to include working on natural environment