

ATTACHMENT BOOKLET

ITEM 6.1 DRAFT COMMUNITY STRATEGIC PLAN

ORDINARY COUNCIL MEETING

TUESDAY 27 JUNE 2017

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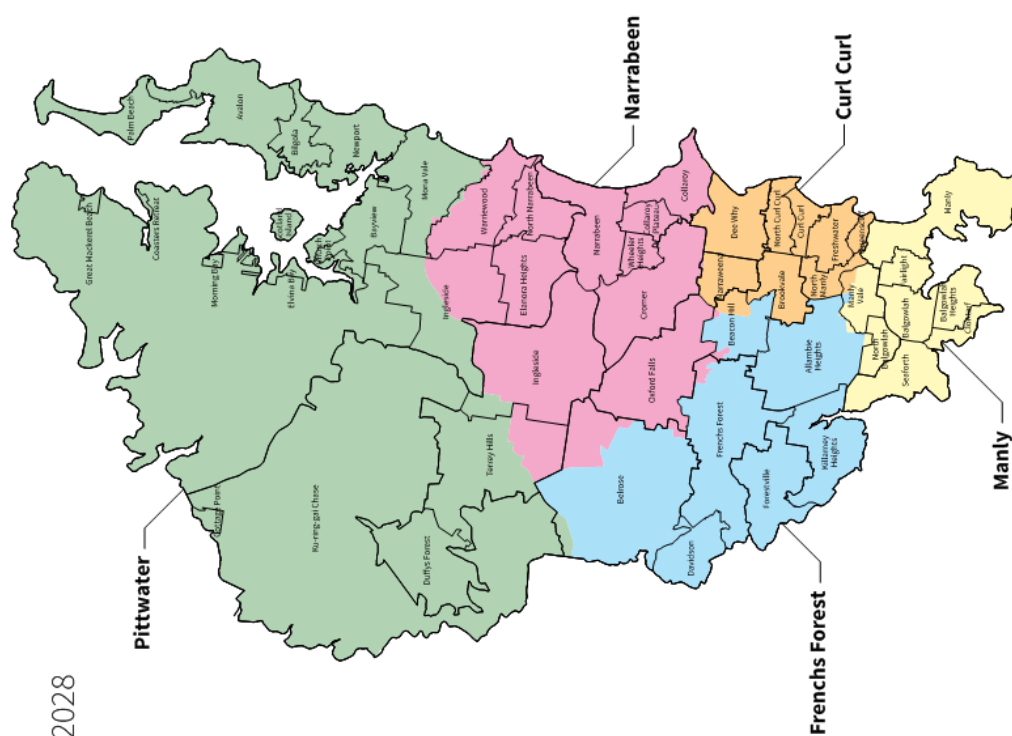


Northern Beaches
Draft Community Strategic Plan
2017 - 2028

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Northern Beaches
Draft Community Strategic Plan 2017 - 2028

The map opposite details Northern Beaches
Local Government Areas and Wards





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Introduction Community Strategic Plan 2017 - 2028

As a new Council, proclaimed on 12 May 2016, the development of the first Community Strategic Plan for the Northern Beaches has been a wonderful opportunity for Council to get to know the community better.

Introduction Motivation

We have engaged extensively with the community – residents, businesses, government and non-government agencies, stakeholders – to understand the diversity of concerns, interests, and hopes for the future of this extraordinary place.

The conversations have been passionate and lively. It is clear that there is a strong shared desire to protect and enhance the natural and built environments, to create more connected and caring communities, to embrace our diverse sports and recreation culture, and to live more sustainably and in balance with the environment.

This Community Strategic Plan (CSP) is our roadmap for the future of the Northern Beaches. It defines the community's vision and sets a direction for everything we must do over the next decade to make the vision a reality.

Council is the custodian of the Plan and will use it to shape all future planning, budgets and action. The CSP will set an agenda for our own business as well as for advocacy and partnerships with key agencies to deliver on the community's aspirations for a more sustainable future.

The responsibility for making the long term community vision a reality rests with everyone and we look forward to working in close collaboration with the community, key partners and stakeholders in making Northern Beaches an even better place to live, work and play.

Introduction Vision

Draft Vision:
Northern Beaches -
a safe, inclusive and
connected community that
lives in balance with the
extraordinary coastal and
bushland environment

This draft vision encapsulates passionate conversations with the community about how to live well – how to create a sense of balance in an increasingly pressured world where financial, work and family commitments compete for our time and attention. To us, living well means taking care of and enjoying our beautiful environment; being able to wash off stress and worries with a quick surf or a brisk walk; catching up with friends and

enjoying social and cultural events; taking part in sports and recreational activities; and in general nurturing our sense of connection and belonging.

So far, more than 2,000 people have contributed their time and knowledge to help articulate the vision which forms the centerpiece of the first Community Strategic Plan for the Northern Beaches.

The draft vision and CSP framework (vision, aspirations, outcomes, goals and strategies) was further refined through consultation with the Local Representative Committees (LRCs) and Strategic Reference Groups (SRGs).

It is clear that even though communities and cultures are diverse across the area, we all want to protect the environment and foster a healthy and supportive community.

Vision Words

Community: refers to everyone: residents, businesses, visitors and stakeholders

Safe: is understood in both a literal and metaphorical sense. It means secure and supported whether through physical or interpersonal measures. (While it does imply a reduction of risk, it is not meant to convey a 'risk free' or 'boring' community or attitude.)

Inclusive: is used to reflect the community's desire not just to be welcoming and open, but to actively embrace and recognise differences

Extraordinary: encapsulates a range of adjectives used to describe the special nature on the Northern Beaches, including 'beautiful', 'unique', 'stunning', 'breathtaking'.

Connected: was one of the most frequently used words in the consultation and reflects both the community's desire to strengthen the communal aspects of living here, as well as improve the physical aspects of 'connecting' (e.g infrastructure delivery, better transport and accessibility, provision of services and facilities etc).

Coastal and bushland environment: characterises the natural environment and implies the special cultural affinity with the defining features of our landscape
Balance: living in balance with the environment conveys a desire to be more sustainable, most often defined as 'forms of progress that meet the needs of the present without compromising the ability of future generations to meet their needs.' (Brundtland 1987)

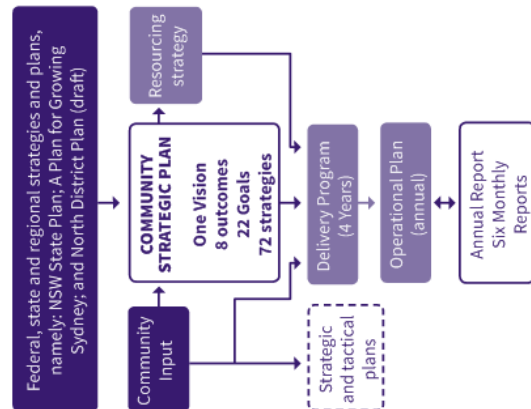
¹ The approach for developing the vision and aspirations is outlined in the Council Report 13 December 2016. ² The LRCs are comprised of former Councillors of each the three previous councils (Manly, Warringah and Pittwater). The SRGs are comprised of community representatives. Both provide advice and feedback to Council on strategic matters.

Introduction

Making our vision a reality

The CSP is one of the most important planning documents for the Northern Beaches local government area. It is a roadmap for the future, providing a description of the route we need to take to reach our vision without being prescriptive about the itinerary on how to get there. This is important. The CSP needs to be sufficiently 'high level' and flexible so that it does not lose currency and relevance over its ten year term.

Other strategies and plans, and especially the four year Delivery Program and the annual Operational Plans, provide the detail and outline specific actions and projects to achieve the community's vision. Along with the CSP, these plans are statutory documents described in the NSW Local Government Act 1993 as key elements of the 'Integrated Planning and Reporting' (IP&R) Framework - see Figure 1. All IP&R documents must be prepared within the metropolitan and state planning context and with regard to the Government's NSW State Plan; A Plan for Growing Sydney; North District Plan (draft), and any other Government plans that set strategic direction for the region.



Implementation

The Delivery Program and Operational Plans are the main mechanisms for Council's role in implementing the CSP. These plans describe specific projects and actions that Council will undertake and provide substance to the high level goals and strategies of the CSP.

The CSP, Delivery Program and Operational Plans are supported by a Resourcing Strategy, (including an Asset Management Strategy, Long Term Financial Plan and Workforce Management Plan). These detailed plans identify the specific actions as well as human and financial resources needed to deliver on Council's part of the community vision. Everything that Council commits itself to in the Delivery Program, Operational Plan and tactical plans and strategies must be informed by community input and must refer back to the CSP.

Council is not solely responsible for the implementation of the CSP as many aspects of the community's plan fall beyond the direct control of local government. Transport,

education and health are obvious examples of this. While these areas are beyond the direct influence of local government, as a Council we are well-placed to play a strong collaborative and advocacy role in bringing relevant stakeholders together to deliver on community outcomes.

Accountability

Council is accountable to the community on progressing towards their vision and must prepare an Annual Report and six monthly reports which detail progress against the actions in the Delivery Program and the Operational Plan and Budget.

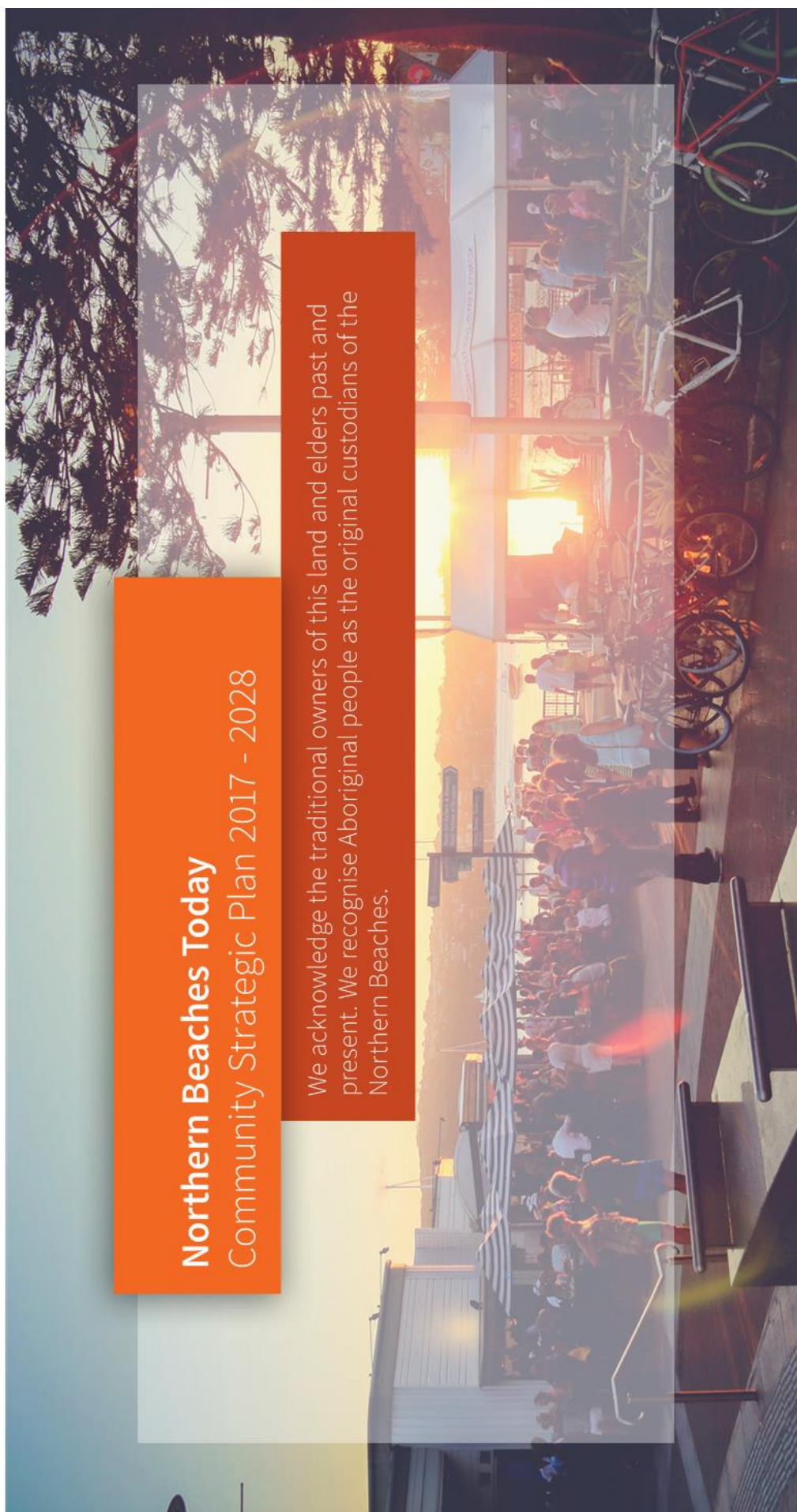
The implementation of the CSP is evaluated every four years in an End of Term Report that shows our progress towards the indicators listed in the CSP. The CSP is also updated every four years in step with local government elections to ensure its relevance and currency over the ten year lifespan of the Plan.

³ When the Plan makes reference to 'we', it refers to the collective Northern Beaches community (Council, residents, businesses, government and non-government agencies and other stakeholders)

Introduction

Understanding community priorities

<p>More than 2,000 people have contributed to developing this draft CSP through two stages of community engagement.</p> <p>The first stage (in September – October 2016) identified community issues, priorities and developing a vision, taking its starting point for discussions in an Issues Paper. The outcome from this stage was a statement of draft vision and priorities which was endorsed by Council on 13 December 2016 for further consultation.</p> <p>The second stage of engagement (in March – April 2017) checked back with the community on whether the draft vision and priorities resonated with the community. It also discussed specific draft goals and strategies to achieve the vision. Conversations during this stage were informed by a Discussion Paper which provided the context for the draft CSP Framework (vision, outcomes, goals and strategies).</p>	<p>Community engagement (Stages 1 and 2)</p> <ul style="list-style-type: none"> Nearly 300 community members participated in one of our four independently facilitated workshops A total of 790 people completed one of our two online surveys and 27 people provided written submissions directly to Council Eight focus groups with community members, including young people, not-for-profit community organisations, and our business community were held Nearly 500 people talked to us at one of our many listening posts and other engagement events across the Northern Beaches 	<p>Further community engagement</p> <p>Once the new Council is elected in September 2017, we will again be speaking with our community. This third and final stage of the engagement will focus on validating the final draft CSP Framework and gaining input into the development of performance measures (see also the last section of this document – ‘Tracking our Progress’).</p> <p>The final CSP must be adopted by the new Council by June 2018.</p>
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Northern Beaches Today

Our community

<p>The total land area of the Northern Beaches is 254km², stretching from its southern border at Port Jackson, which includes Sydney Harbour, Broken Bay and Pittwater to the north and Middle Harbour and Cowan Creek to the west. A large proportion of land is National Park, bushland or reserves; including coastal foreshores, beaches and waterways.</p> <p>The beautiful land and water environments are home to diverse and rich flora and fauna life and also offer excellent active and passive recreational opportunities.</p>	<p>The unique natural environment provides a distinctive sense of place and belonging for our community and is a defining feature of our collective identity and culture.</p> <p>Who we are</p> <p>The estimated resident population on the Northern Beaches was 268,849 in 2016. Northern Beaches also attracts a large number of tourists and visitors who mainly stay in or around Manly.</p> <p>Our population is ageing and young people are increasingly leaving the area. The Census 2011 showed that the proportion of elderly people was relatively large compared to other parts of Sydney (11.0% were aged 70 and</p>	<p>over, compared to 9.0% for Greater Sydney). In terms of the younger population, people aged 18 to 24 made up 7.2% of the population in 2011 - significantly lower than Greater Sydney's 9.5%. The ratio of young adults (25 to 34) was also very low at 12.4% compared to 15.4% for Greater Sydney. Almost two thousand young people in the 25 to 34 age-bracket left the Northern Beaches between the 2006 and 2011 Censuses, most likely due to the lack of access to education and lack of affordable housing options.</p>
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⁴ ABS Estimated Resident Population (ERP) 2016. Source: Northern Beaches Council Community Profile, idcommunity. Note that this is the most reliable and current calculation of total number of residents, but does not provide the same level of detail as the ABS Census 2011. Where specific trends and demographics are identified in the following, this will be based on ABS 2011 Census data unless otherwise specified. ⁵ ABS Census 2011. Note that these figures are based on census data as ERP data is not available at this level of detail. Source Northern Beaches Council Community Profile, idcommunity.

Northern Beaches Today Our community

How we live and work

Our population is concentrated along our coastline and in the main centres of Manly, Dee Why, Brookvale, Mona Vale and Avalon. Smaller villages and neighbourhood centres connect the main centres and provide local amenity to people living in our leafy suburbs and in our semi-rural areas to the northwest. The area is also home to offshore communities that enjoy a unique lifestyle immersed in nature.

New housing projects are underway on the Northern Beaches with the majority of new dwellings being built in the Ingleside land release area and in our main centres. A new strategic centre is planned around the new Northern Beaches Hospital in Frenchs Forest, which is estimated to provide up to an additional 3,000 jobs over 20 years on top of the 95,131 jobs available in the area in 2017. More than half of all dwellings on the Northern Beaches are separate houses. The median house price was \$1.51 million at June 2016. Rental costs are nearly double the Sydney average at \$895 per week compared

to \$520. Housing affordability has a profound impact on our community and the economy and is a top priority for the community and for young people in particular who call for more housing choice, and more innovative housing options, on the Northern Beaches.

Transport and infrastructure

With only three main roads into the area – Warringah Road, Mona Vale Road and Pittwater Road/Spit Bridge – we are particularly vulnerable to increases in traffic volumes. Many of our roads are already at peak capacity and public transport options are limited.

Transport and traffic congestion is one of the biggest concerns and sources of frustration amongst residents and visitors.

It has an especially profound impact on commuters, local businesses, and members of the community who are unable to drive (e.g. young people, elderly and people with disability).

The transport situation directly affects the wellbeing of our community, by restricting mobility and increasing the risk of social isolation. It is time consuming and frustrating and adds to the general stresses of life.

Our 850km road network and extensive stormwater assets, with approximately 600km of stormwater pipes, are vital to mobility and protection of the environment and require ongoing monitoring and renewal works.

Infrastructure investments from NSW Government are needed to service new development areas (namely Ingleside and Frenchs Forest). In response to the need to relieve traffic congestion at Spit Bridge/Military Road, the NSW Government has announced plans to build a tunnel connecting the area to Sydney CBD and beyond. Further investments are required to support new developments as well as address infrastructure capacity and ageing issues in existing areas.

Our economy

Despite the restrictions in transport and competing land use pressures, the Northern Beaches has a strong and stable economy valued at \$14.85 billion in 2016.

There is a relatively low unemployment rate at 3.5%. Our workforce is highly professional (28% with 17% working at a managerial level) and 28% have a bachelor or higher degree, certificate, diploma or advanced diploma.

Despite a strong local economy and a relatively high job containment rate, locally available jobs do not meet the skills and aspirations of employed residents. Job containment rates are declining with 49.2% of residents living and working locally compared to 50.2% at the 2006 Census.

Youth disengagement is especially concerning with 4.7% of young people aged 15 to 19 not engaged in work or study and a further 10.2% only partially engaged.

⁶ District Plan North (Draft), Greater Sydney Commission (2016). ⁷ Northern Beaches Affordable Housing Needs Analysis (2016).

⁸ Northern Beaches Council, Economic Profile, economy.id ⁹ Ibid. ¹⁰ National Regional Profile – Sydney – Northern Beaches, ABS.

Northern Beaches Today Our Potential

We have the resources, the knowhow and the passion to find a balance in terms of how we live, work and play. This is a strong foundation for achieving our vision. We want to be progressive and inclusive – to live in a way that is better for us, better for the environment and kinder to the next generation.

The Northern Beaches' extraordinary natural environment presents opportunities as well as challenges in planning for a more sustainable future. Surrounded by

waterways, coastline and steep escarpments, the area is geographically cohesive and the environment is part of our culture, creating a strong sense of belonging.

Our geographic cohesion also presents a challenge in making sure that we do not become insular. We need to maintain an open outlook and keep our eyes on the horizon so we are well prepared to embrace a changing world without losing what we value.

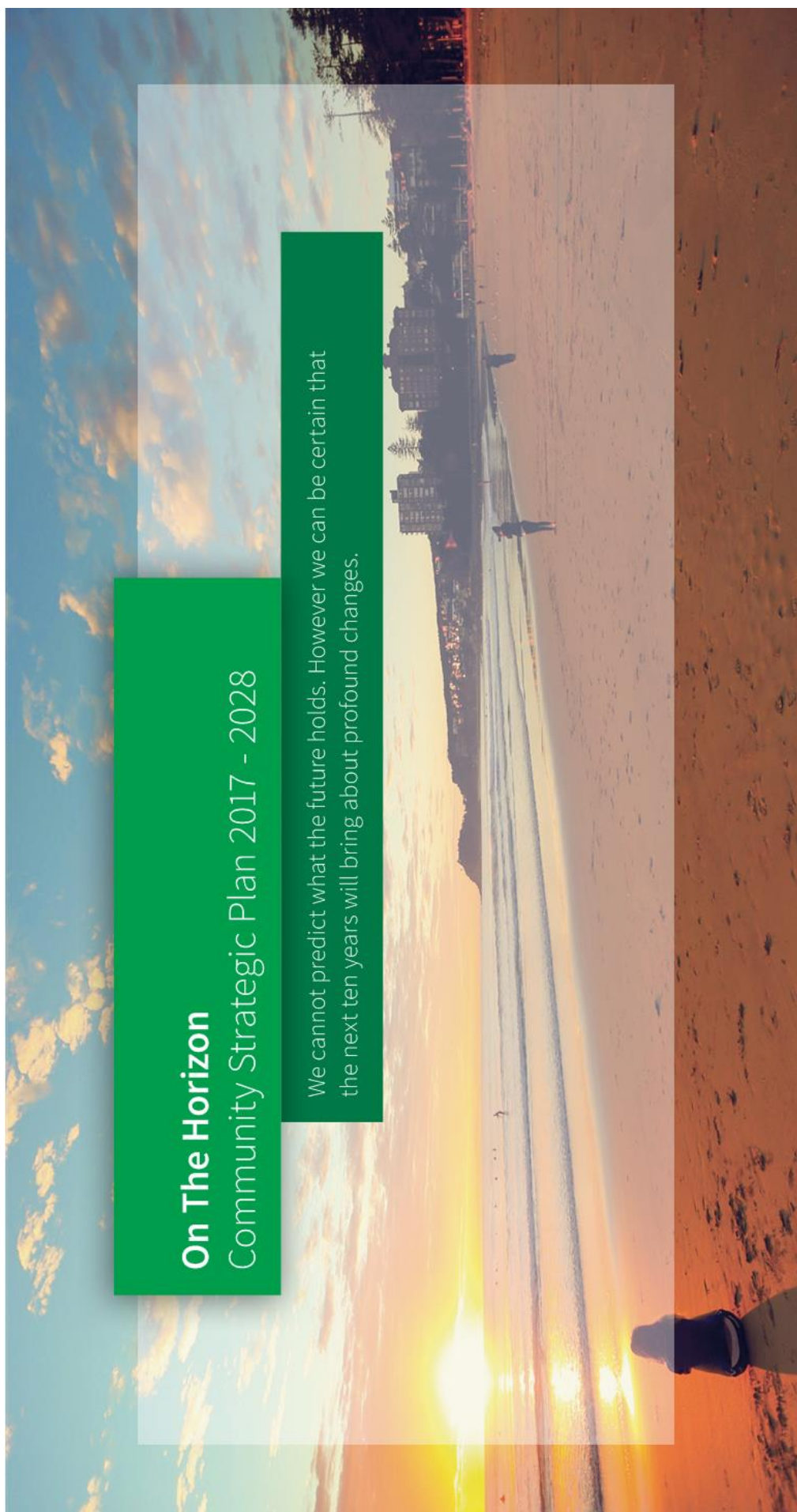
Some of the biggest challenges ahead are related to the pressures of population growth, consumption patterns and climate change.

The population of the Northern Beaches is projected to reach almost 300,000 by 2036. This represents an increase of 18.4% over 25 years and equates to an average annual growth rate of approximately 0.7%. This is a modest growth rate compared to the rest of Sydney, but will still need to be carefully managed.

The combination of a highly professional and skilled workforce, local knowhow and history as well as our locational advantage and 'lifestyle' drawcard, we are in a strong position to manage change.

Council is well placed to bring people, stakeholders and experts together to address challenges and opportunities holistically with a long-term view.

¹¹ Source: 2016 NSW population projections data, Department of Planning. Population in 2011 was 251,700 (ABS Census 2011) and is projected to increase to 297,950 in 2036. There is no projection data available for 2028 (the term of this plan); projected population in 2026 is 278,000.



On The Horizon Community Strategic Plan 2017 - 2028

We cannot predict what the future holds. However we can be certain that the next ten years will bring about profound changes.

On The Horizon Challenges and opportunities

We cannot predict what the future holds. However we can be certain that the next ten years will bring about profound changes. Climate change will continue to impact our environment and demands urgent local and global action. Technologies such as electric vehicles, driverless cars and sweeping telecommunications advances have the capacity to transform how we live, work and play. Global politics and financial movements can have strong economic implications locally. Population growth - though modest by comparison to other areas in Sydney - as well as changes in demographics, housing and consumption patterns, may further contribute to changing parameters for local planning.

The challenges are complex, but are in no way unique to Northern Beaches. Communities all over the world are grappling with the impacts of climate change, population growth, globalisation and technological change.

We may have different views about the nature and likely impacts of these changes, but we need to be prepared and open-minded so that we are able to influence the direction of long term transformation.

The consultation showed a community united by its desire to protect the environment and enhance our quality of life.

The consultation also showed there were different views and perspectives on how best to deal with future challenges and opportunities, particularly transport, development, housing affordability, environmental sustainability, health and wellbeing, employment and education.

This draft CSP sets an agenda, a framework, for future discussions on how best to address complex global challenges and opportunities at a local level.

Demographic Forecasts

- Population: By 2026, the population is forecast to be 278,000
- Demographic composition: Our population will be older and our working age population is forecast to decrease between 2011 and 2026:
 - o Seniors (70+): forecast increase from 10.8% to 13.8% of the population
 - o Parents and homebuilders (35-49): proportionate decrease from 23.6% to 21.2%
 - o Young workforce (25 - 34): decrease from 13.2% to 11%
- Homes: The number of dwellings is projected to increase from 94,850 in 2011 to 105,650 in 2026
- Household size: Average household size is expected to fall from 2.62 people living in each home (2011) to 2.59 in 2026
- Household composition: decrease in the proportion of households comprised of couples with children, from 36% in 2011 to 35% by 2026. There will be an increase in lone person households over the same time period from 23% to 25%.

**Source: 2016 NSW Population Projections Data, NSW Department of Planning. Select demographic groups as per idProfile categories. Note that data is not available for 2028 (the term of this CSP). Figures in this document will be updated in step with the releases of new projection data and the four yearly review of this Plan.*

On The Horizon Sustainability

Drawing on the extensive number of comments from the community, eight interrelated outcome areas have been identified that address the complex challenges and opportunities that lie ahead.

Sustainability is the unifying theme for the CSP and the eight community outcomes align with the 'quadruple bottom line' reporting standard where environmental, economic, social and civic perspectives are taken into account in decision-making, planning and reporting.

<p>Protection of the Environment</p> <p>We need to protect the natural and built environment from the impacts of climate change and population pressures. We have an opportunity to work collaboratively with the community and key partners to reduce risks and address predicted long term effects of climate change, including frequencies of extreme weather patterns, bushfires, storm surges and floods.</p>	<p>Places for People</p> <p>Close to 280,000 people are expected to call the Northern Beaches home by 2028. Our challenge is to design green developments that are good for people, stimulate social interaction and align with local character. We have an opportunity to expand housing choice, improve affordability and create vibrant and inclusive communities.</p>	<p>Vibrant Local Economy</p> <p>We need to attract new businesses and accommodate a diverse range of existing local enterprise. Securing and supporting a stable and skilled workforce is also vital. We have an opportunity to leverage off our locational advantage and promote the Northern Beaches as a 'green and clean' destination that offers excellent lifestyle and business opportunities.</p>	<p>Good Governance</p> <p>We need to ensure the community trusts Council to make good decisions on its behalf. There is an opportunity to use technology, systems and processes to improve transparency in reporting and communication with community members. We will invest in building a culture of accountability and authenticity throughout the organisation.</p>
<p>Environmental Sustainability</p> <p>We have the opportunity to show real leadership in environmental sustainability – encouraging and motivating a culture of environmental awareness and leading by example. As a large Council, we have the scale and capacity to invest in cleaner technologies and actively promote sustainability.</p>	<p>Community and Belonging</p> <p>We need to actively engage the community in creative ways to reduce the risk of social isolation, loneliness and mental illness. We need to look after people with a disability, seniors and young people. We have an opportunity to collaborate with our partners to offer appropriately targeted services that can meet the evolving needs of our community.</p>	<p>Transport, Infrastructure and Connectivity</p> <p>Meeting the needs of a growing population and a thriving local economy presents the dual challenge of addressing the need for better road infrastructure while reducing the need for car-based travel in the first place. Transport is a fundamental issue that is strongly related to all outcome areas: it affects our economy, our environment and our social wellbeing. It needs to be addressed holistically – and in strong partnership with the NSW Government.</p>	<p>Participation and Partnerships</p> <p>Effective community engagement is the cornerstone of good governance. We need to ensure that the diversity of views in the community is considered during decision-making. There is an opportunity to use new technologies and engagement methods to consult broadly with demographic groups that traditionally are difficult to reach.</p>

On The Horizon Guiding Principles

In developing the draft CSP, we have been guided by fundamental social justice and sustainability principles.

- **Equity:** There should be fairness in decision making, prioritising, and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances

- **Intergenerational equity:** Planning and decision making should ensure short term solutions do not compromise long term conditions and opportunities. The health, diversity and productivity of the environment must be maintained or enhanced for the benefit of future generations
- **Precautionary principle:** Lack of full scientific certainty should not be used as a reason for postponing measures to prevent any risks of serious harm to people or the environment

- **Access:** Everyone should have fair access to services, resources and opportunities to improve their quality of life
- **Participation:** Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives
- **Rights:** Equal rights should be established and promoted, with opportunities for people from diverse linguistic, cultural and religious backgrounds to participate in community life

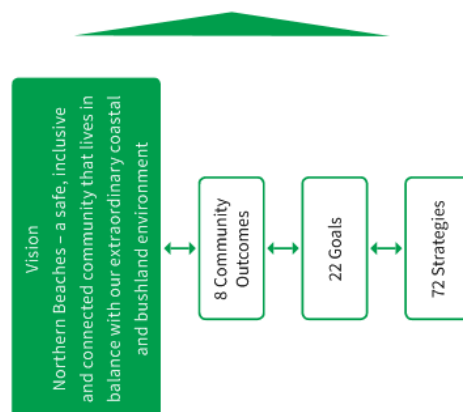
On The Horizon Planning in partnership

Our community calls for more action in the areas of transport, housing, environmental protection, infrastructure delivery, education (especially access to universities), environmental protection, community safety, better urban design and public places, and improved physical and mental health.

Council is committed to playing a strong role in terms of advocating on behalf of the community and facilitating change in all of these priority areas. However delivering on these expectations is largely the responsibility of the NSW Government and falls beyond the direct control of Council.

Figure 2 below outlines the main partners and stakeholders that Council will collaborate with on a state and federal level in implementing this CSP and making the community's vision a reality.

Northern Beaches CSP



NSW Government

- Major infrastructure investments (e.g. transport, health, education)
- Service delivery (e.g. public transport, health, police, education)
- Metropolitan planning (District Plan North – draft)
- Environmental protection (e.g. EPA, coastal protection)
- Emergency response
- Regulation (e.g. NSW Auditor General, Office of Local Government, NSW Premiers Department)

Northern Beaches Council

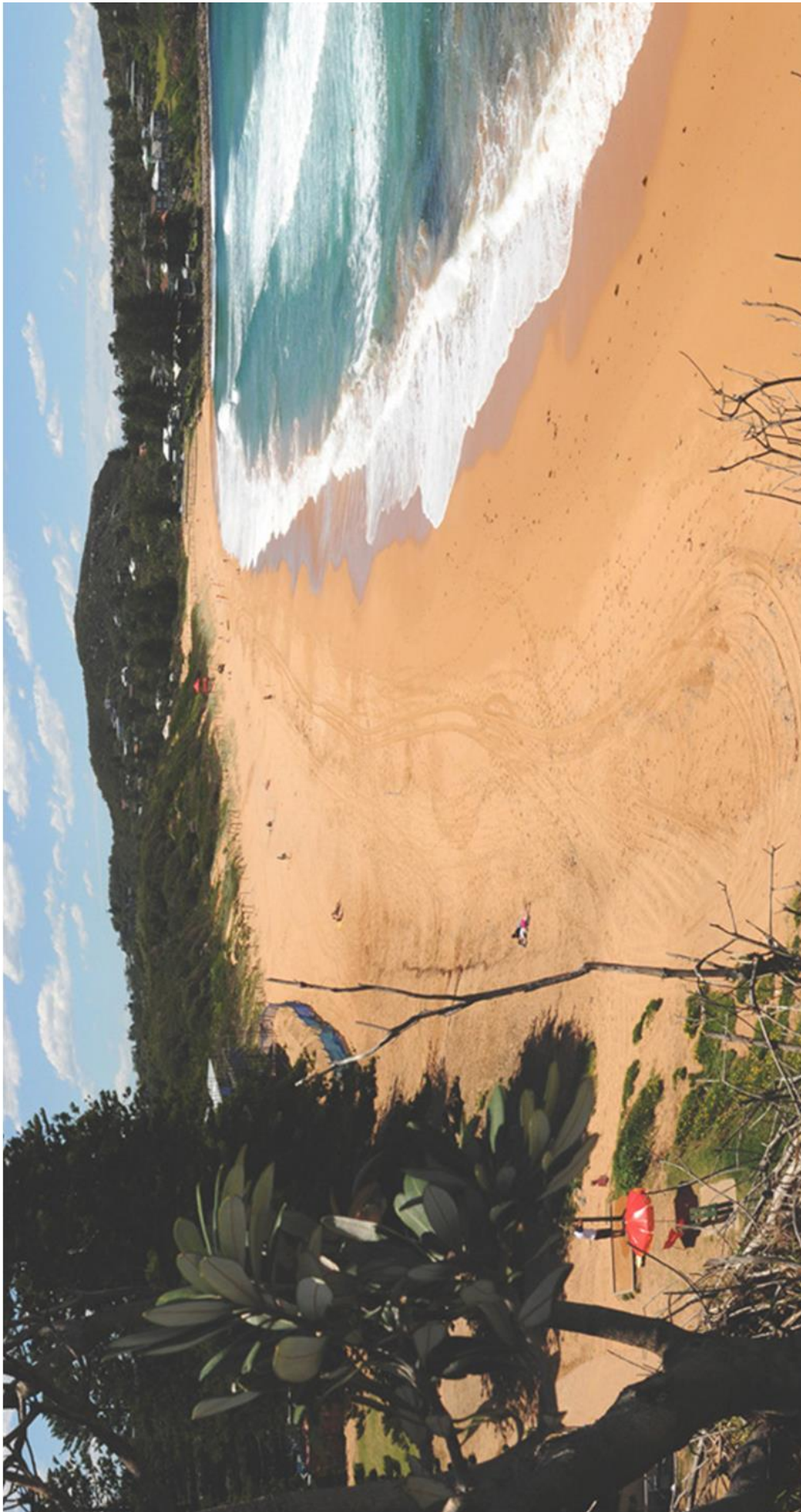
- Infrastructure investments and asset maintenance (e.g. roads, stormwater assets)
- Service delivery (e.g. 'roads, rubbish, rates', community programs, libraries, childcare, sports facilities, events and celebrations)
- Strategic planning
- Environmental protection and educational programs
- Emergency response
- Compliance

Private Sector & Non-Governmental Organisations

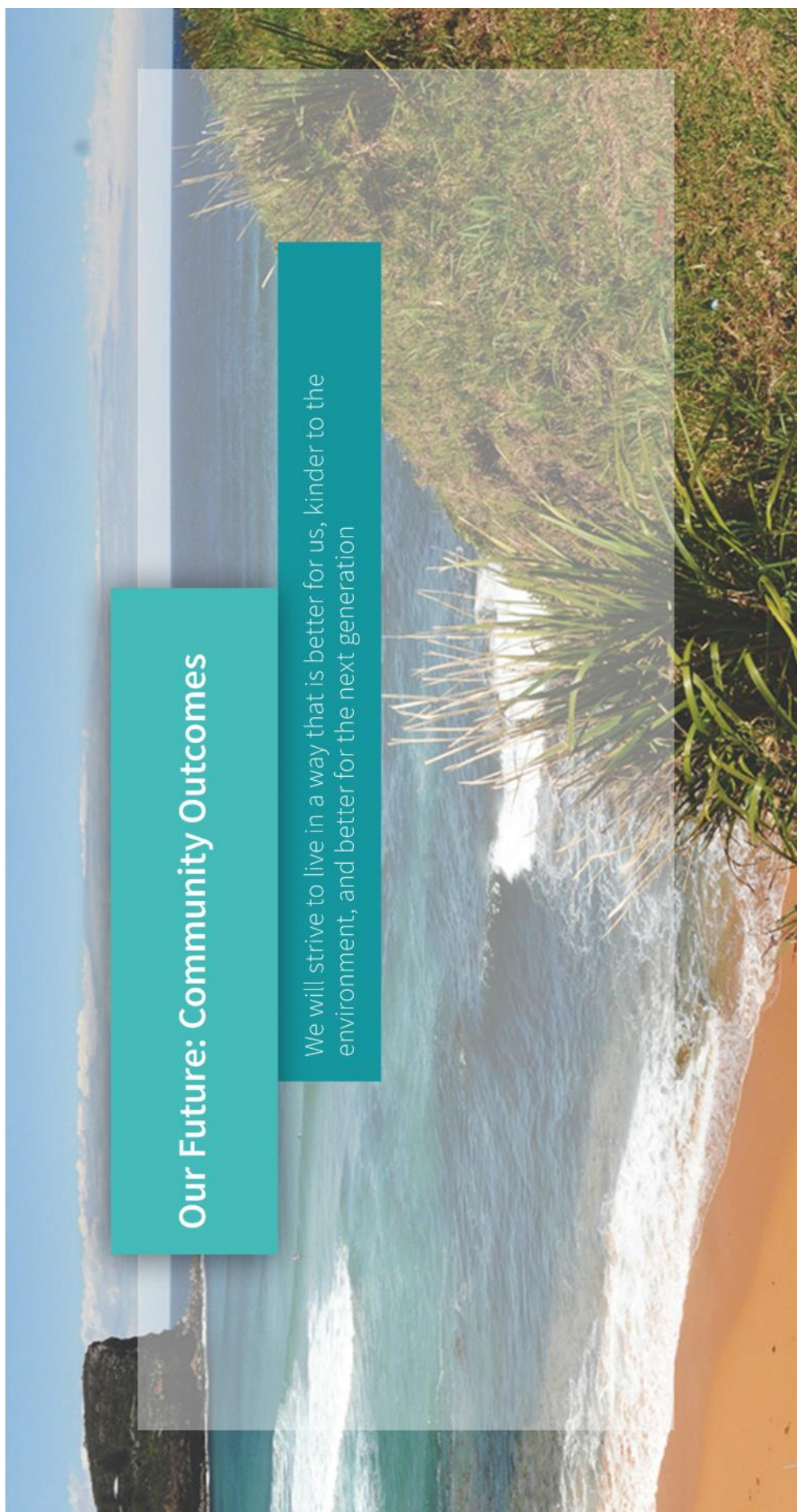
- Employment and training opportunities
- Good building design and maintenance
- Public/private partnerships
- Village ambience and amenity
- Environmental sustainability, emissions and waste reduction
- Community support services and functions

Community & Residents

- Volunteering
- Participation in environmental planning, programs and campaigns
- Fostering good and inclusive neighbourhoods
- Involvement in Council decision-making
- Participation in cultural events
- Creative projects and participation
- Emissions and waste reduction

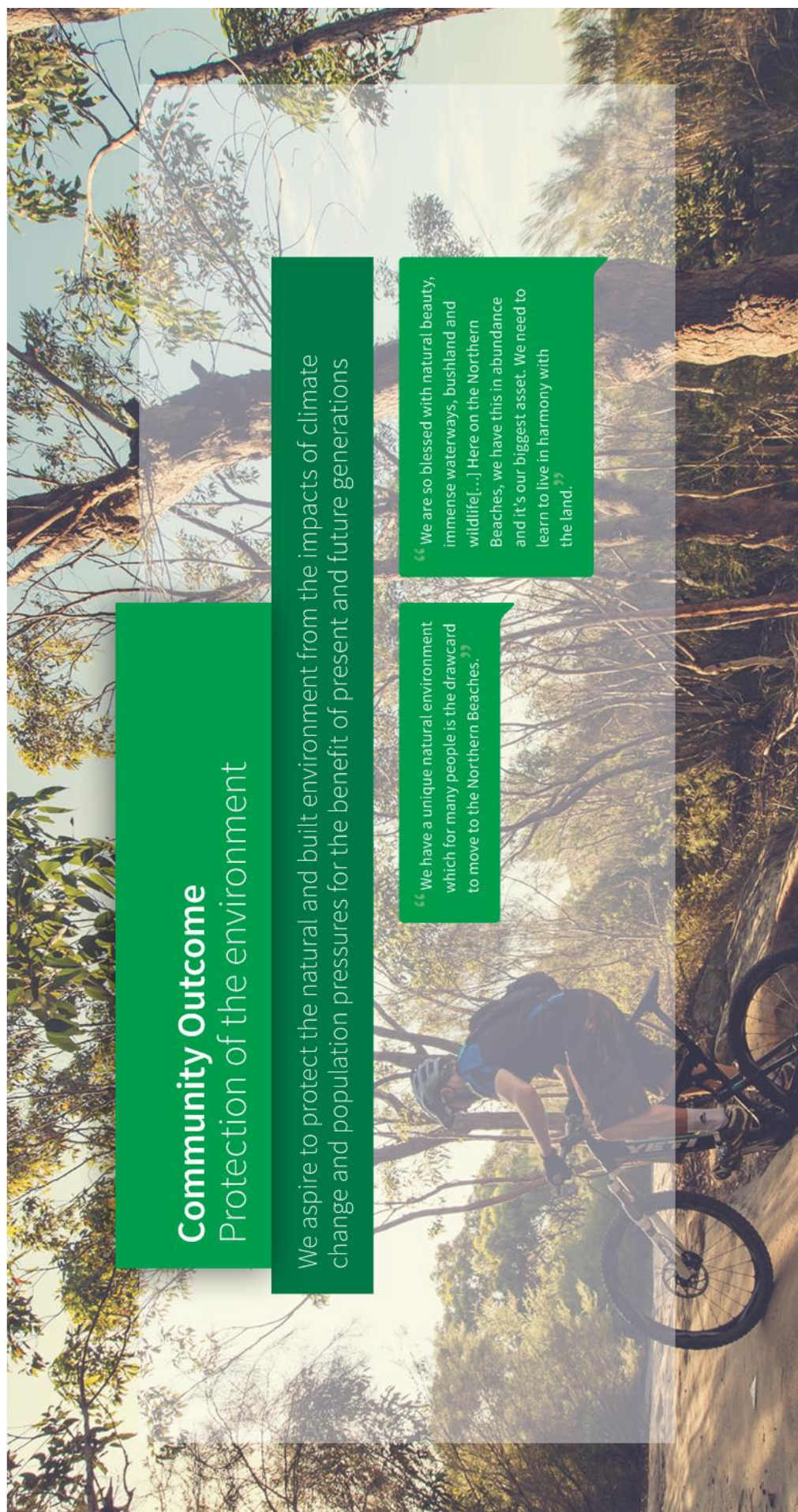


Northern Beaches Community Strategic Plan 2017 - 2028



Our Future: Community Outcomes

We will strive to live in a way that is better for us, kinder to the environment, and better for the next generation



This outcome area, Protection of the Environment, will ensure that risks and impacts from global and local pressures are well managed and that the community is actively engaged in the ongoing protection of this precious environment.

We are lucky to live in an area of such dramatic beauty: low lying areas, steep escarpments and dramatic headlands. Surrounded by significant stretches of bushland and waterways, we are relatively isolated from the busyness of Sydney. However these stunning features introduce a range of complex issues for human settlement and urban development: we are vulnerable to the hazards of bushfire, coastal erosion and flooding. These risks are exacerbated by climate change and associated increases in extreme weather events, including heatwaves, intense rainfall and storm surges.

We need to protect the environment for its own sake as well as for the sake of current and future generations. The ecological system, the flora and the fauna, are valuable and precious in their own right. They also provide essential environmental services for the community, like the air we breathe, the water we drink and the pleasure we take from connecting with nature.

We are committed to collaborating with our community and partners to plan, promote, educate and facilitate better protection of our environment, life and property.

Key Partners

- Office of Environment & Heritage
- National Parks & Wildlife Service
- Crown Lands
- Rural Fire Service/SES
- NSW Aboriginal Land Council
- NSW Fisheries
- Volunteers
- Local Environmental Groups

Goal 1

Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations.

Strategies

- Protect and restore local biodiversity and bushland
- Protect and improve ecological conditions in catchments, creeks and lagoons
- Protect and manage the condition and safe access to the coast, lagoons, Middle Harbour, and Pittwater
- Provide sustainable access to the natural environment, while recognising and protecting its cultural and heritage value

Goal 2

Our environment and community are resilient to natural hazards and climate change.

Strategies

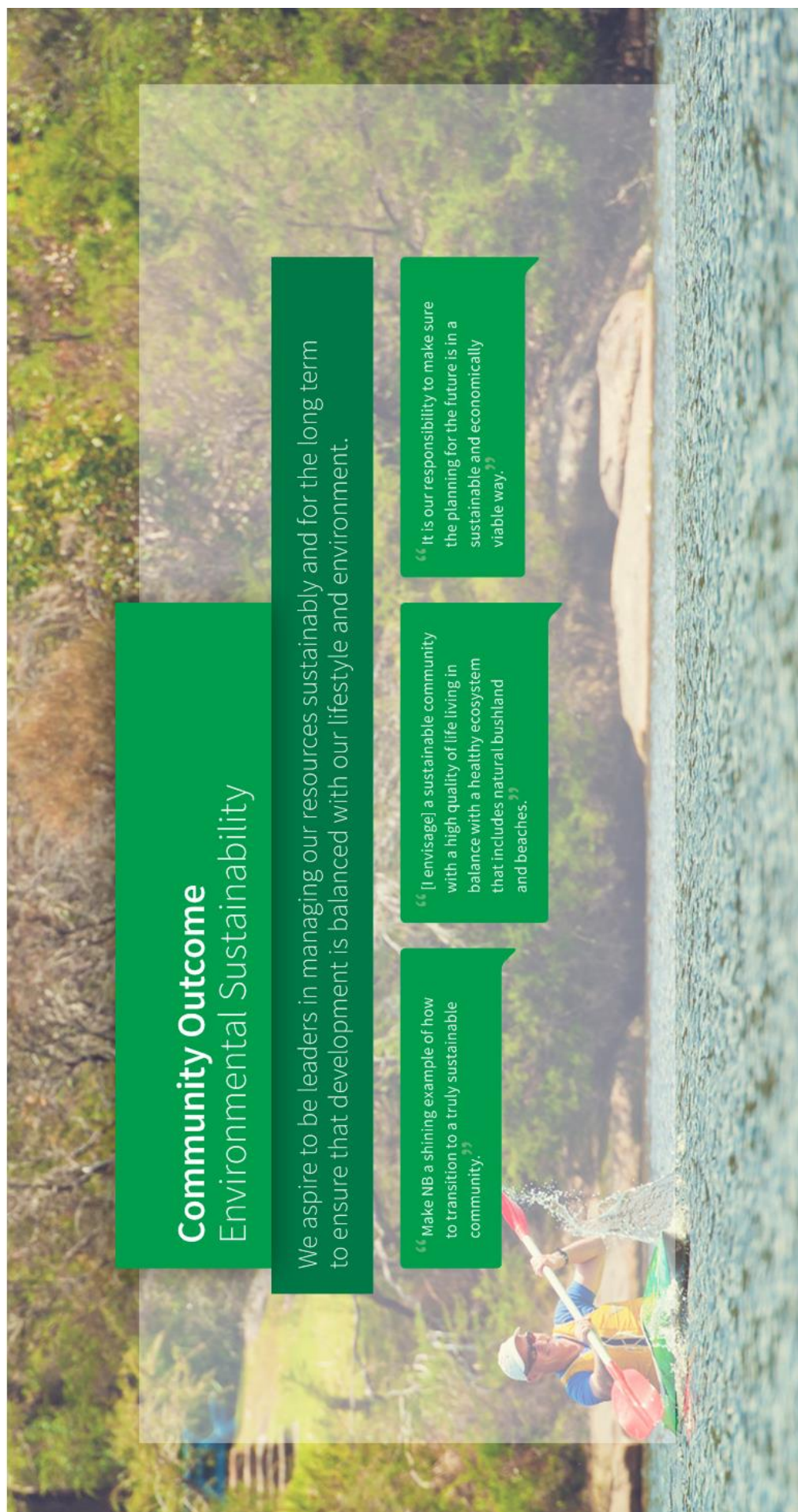
- Minimise the risk to life and property from storm events, floods, erosion, landslides, bushfires and impacts of climate change
- Increase the resilience of the environment to the effects of natural hazards and climate change
- Maintain productive partnerships with government agencies and the community to effectively manage and respond to natural hazards

Goal 3

Our community is well-supported in protecting the environment.

Strategies

- Encourage the community to protect the environment
- Invite community participation in restoring the natural environment through volunteering programs and education



The outcome area of Environmental Sustainability will ensure that environmental leadership and innovation is integrated in our planning and developments as well as sustainable use of resources and waste disposal.

Environmental sustainability means finding balance between the resource and service needs of current and future generations and the health of our ecosystems. In doing so, we face global challenges that can only be solved by working together across all levels of society. On a local level, we need to curb consumption, especially water and energy use, and manage our natural resources better. This includes reducing waste and improving waste disposal.

We are committed to collaborating with our community and partners to plan, promote, educate and facilitate more sustainable ways of living.

Key Partners

- Environment Protection Authority
- Sydney Water
- Australian Renewable Energy Agency
- Local Environmental Groups

Goal 4

Our Council is recognised as a community leader in environmental sustainability

Strategies

- Develop a culture of commitment to environmental sustainability and lead by example
- Enhance financial and strategic capacity to deliver on environmental outcomes
- Explore and invest in technologies and processes such as renewable energy and waste management that deliver long-term environmental benefits

Goal 5

Our built environment is developed in line with best practice sustainability principles

Strategies

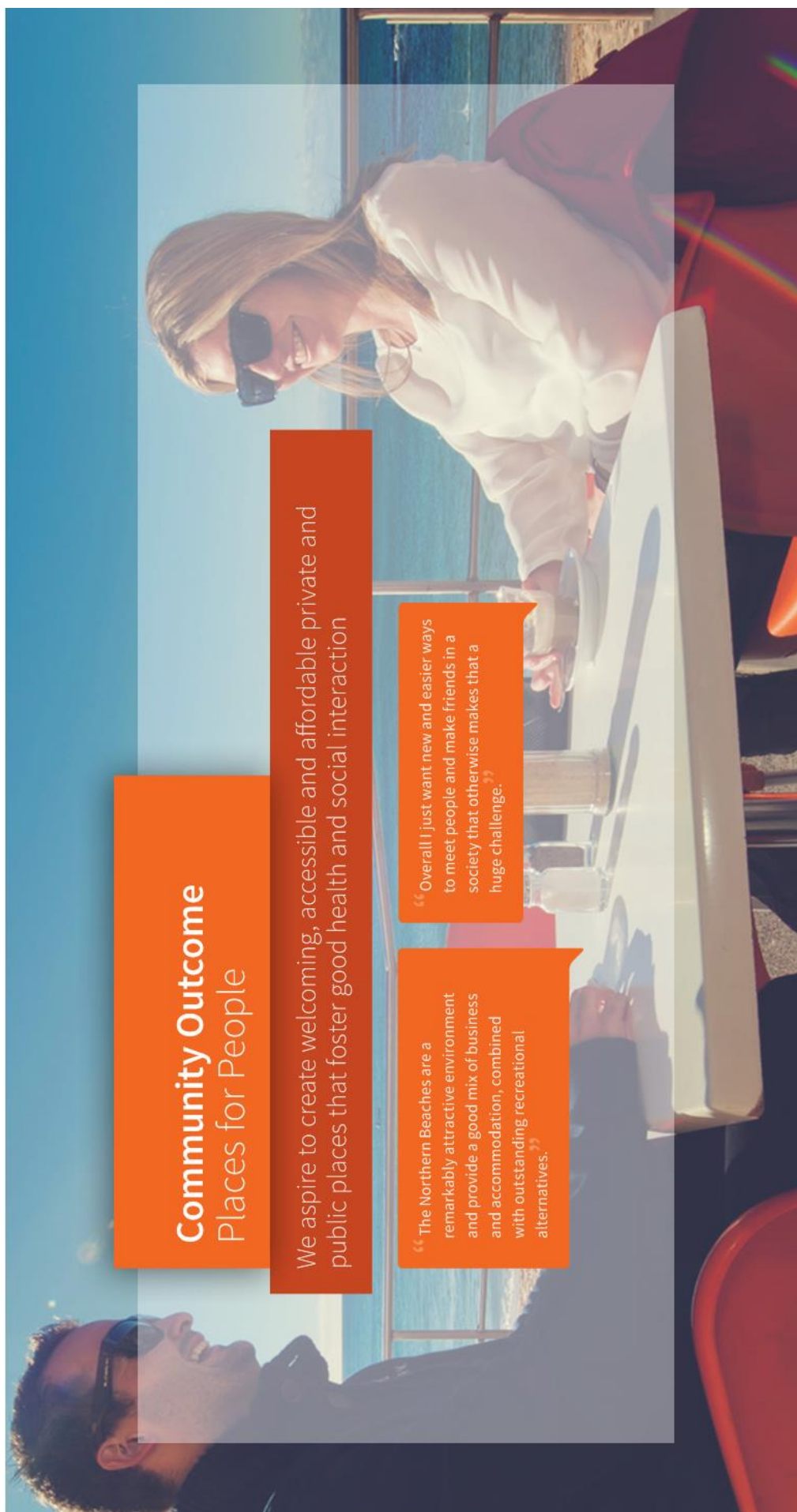
- Ensure integrated land use planning balances the environmental, social and economic needs of present and future generations
- Create green and resilient urban environments by improving tree cover, native vegetation, landscaping, and water management systems
- Promote the benefits and savings of ecologically sustainable development
- Continually improve environmental standards and compliance in new and existing developments

Goal 6

Our community will continue to work towards sustainable use of resources

Strategies

- Promote and support opportunities for more sustainable living
- Provide incentives and programs to encourage our community to enhance, preserve and protect our natural ecosystems
- Reduce waste and improve reuse and recycling



The outcome area of Places for People will ensure our built environments support a diverse and evolving range of community needs through housing, social spaces, sports and recreation.

There is a strong link between the ambience and quality of our physical surroundings on the Northern Beaches and our individual and collective wellbeing. We value the built environment and love the village feel, cafes, bars, shops and the wide range of sporting and recreational facilities. We would like to see more vibrancy and ambience in our open spaces, and make it easier to get together in our local neighbourhoods, villages and centres.

Housing affordability, and its effect on young people, families and key workers, is of major concern to the community. There is limited housing diversity, with few communal living options (i.e. youth dorms) and very little short term housing for crisis accommodation.

While most concerns regarding housing affordability, health (physical and mental), and social inclusion are beyond the direct control of local government, Council is in a strong position to establish collaborative partnerships at a local level to work towards improving the places where we live, work and play on the Northern Beaches.

Key Partners

- Department of Planning and Environment
- Greater Sydney Commission
- Social housing providers
- NSW Housing
- Local Sports and Recreation Clubs
- NSW Sport and Recreation

Goal 7

Our urban planning reflects the unique character of our villages and natural environment and is responsive to the evolving needs of our community

Strategies

- Effectively plan for future growth by balancing regional priorities with local values
- Provide a mix of high-quality diverse and inclusive housing options supported by sustainable infrastructure
- Advocate for improved housing affordability

Goal 8

Our neighbourhoods inspire social interaction, inclusion and support health and wellbeing

Strategies

- Create welcoming villages and neighbourhood centres that are vibrant, accessible and support our quality of life
- Develop urban design controls that support the health and wellbeing of our community, particularly seniors and people with a disability
- Collaborate with the community in the design of vibrant open spaces and neighbourhoods

Goal 9

Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities

Strategies

- Provide well-maintained and safe spaces that equitably support active and passive recreation
- Foster partnerships with government agencies, community and sporting groups to facilitate and promote healthy and active living
- Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their lives



Community Outcome
Community and Belonging

We aspire to care for everyone in the community, making sure that people feel safe, supported and included

“I feel safe on the Northern Beaches, people have a relaxed attitude.”

“How we are joined as a Northern Beaches council it's core focus should be... to make us the most progressive forward thinking area and ready for the future.”

This outcome area, Community and Belonging, will ensure that there are diverse opportunities for a rich and social life for all through community events, programs, and services.

Building strong and inclusive communities has significant benefits for individuals, the community and for society at large. It reduces risks of social isolation and can alleviate and pre-empt illness. We need to ensure everyone is supported, especially people who are vulnerable to social isolation.

In terms of supporting groups who may be at risk we will ensure that;

- seniors can participate in community events and activities
- support is available for people with a disability
- carers have opportunities for respite
- people from non-English speaking backgrounds feel included and safe

We will bring people together through arts and creativity, promoting and supporting local artists. Creative opportunities and cultural events will celebrate diversity and recognise our shared and unique values.

We are committed to collaborating with our community and partners to support the wellbeing of our community to promote a sense of belonging.

Key Partners

- NSW Health
- Northern Sydney Local Health District
- Department of Family and Community Services
- NSW Police
- Non-government service providers
- Community not for profit organisations
- Sporting and recreational organisations
- Culture and creative industries
- Arts groups and societies

Goal 10

Our community is stimulated through a diverse range of cultural and creative activities and events

Strategies

- Support the arts and creative communities
- Expand cultural events and creative opportunities, including safe nightlife opportunities
- Provide more events and opportunities for young people to socialise

Goal 11

Our community feels safe and supported

Strategies

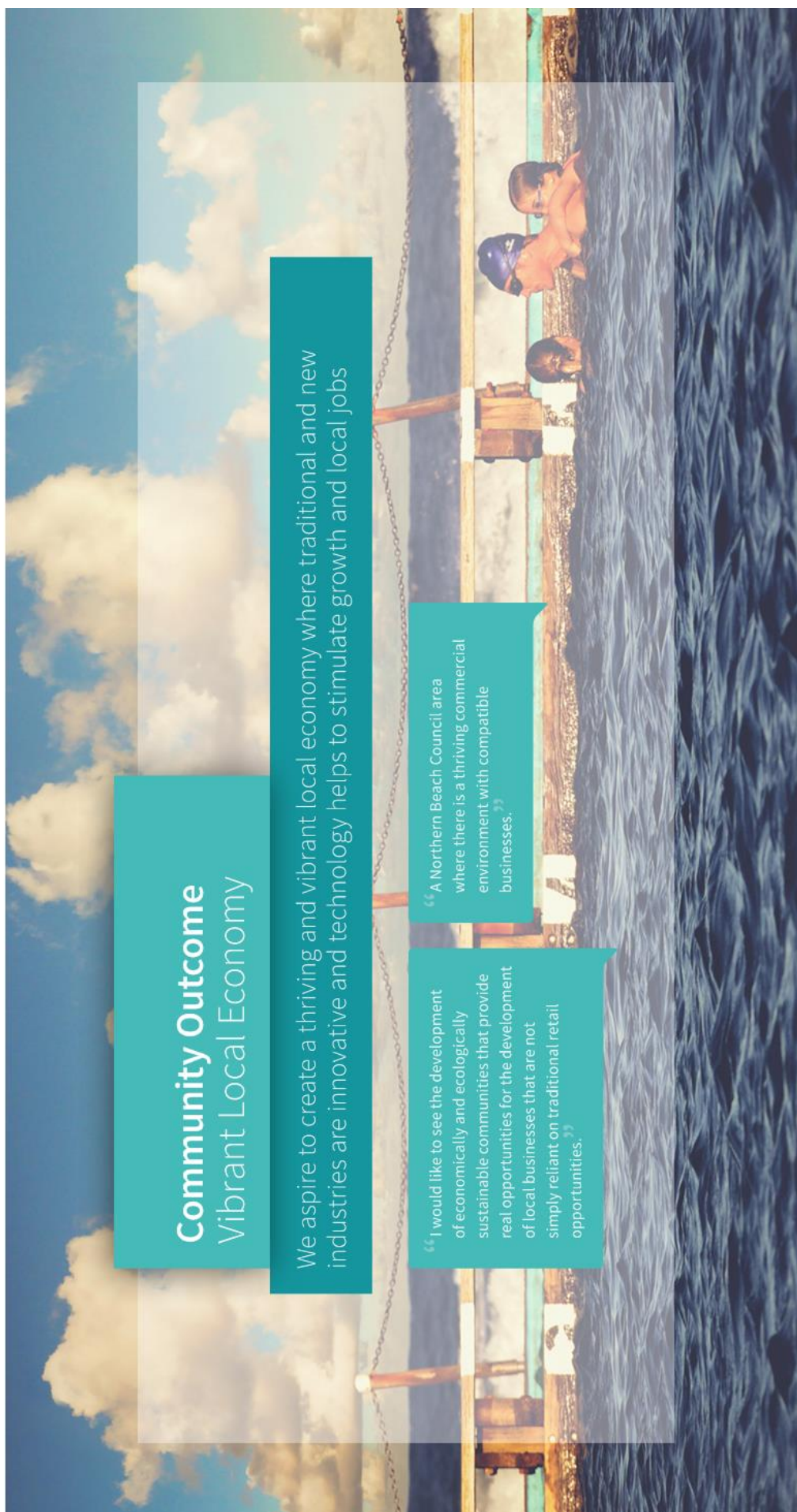
- Promote social inclusion through neighbourhood programs and quality services
- Build stronger communities where neighbours know and support each other
- Promote health and wellbeing through fair access to information, health and support services

Goal 12

Our community is friendly and supportive

Strategies

- Support community groups and facilitate volunteer opportunities
- Build an inclusive community and break down institutional and social barriers to enable all people, irrespective of age, gender and identity, to participate in community life
- Recognise and honour Aboriginal culture and heritage
- Value and celebrate our diverse heritage and cultural differences



This outcome area, Vibrant Local Economy, will ensure improved local job containment and expanded career, training and education opportunities for the local workforce, especially young people

The Northern Beaches has a robust economy and low unemployment rate. Our local workforce is well-educated and highly skilled. Our beach and bush lifestyle is a strong drawcard for retaining commerce. We also have an opportunity to brand the Northern Beaches as a technology savvy and 'clean and green' place to do business.

All of these advantages put us on a firm footing in terms of attracting and retaining a broad mix of businesses to create a diverse and thriving local economy.

However we also face complex and interrelated challenges from increasing traffic congestion, competing land uses, high-cost housing, lack of key local workers, and lack of education or training opportunities.

Although many of the initiatives to support the business sector and workforce - namely transport, housing and education - fall beyond the direct control of local government, Council can play an important advocacy and support role within the Government's overall plans for growing Sydney.

Key Partners

- NSW Department of Industry
- Destination NSW
- Local Chambers of Commerce
- Department of Health
- TAFE
- Local business and major employers
- Registered Training Organisations

Goal 13

Our businesses are well-connected and thrive in an environment that supports innovation and economic growth

Strategies

- Ensure that employment lands are retained and cater for a diverse range of businesses and industry
- Improve access for businesses to information, incentive programs and enterprise support
- Facilitate innovative environments and hubs where start-up businesses, entrepreneurs and innovators are supported and connected
- Support business and professional networks that are responsive to the evolving needs of the business community

Goal 14

Our economy provides opportunities that match the skills and needs of the population

Strategies

- Facilitate local education and vocational training opportunities
- Facilitate and promote flexible work options to reduce commuting (e.g. telecommuting)
- Attract knowledge-based industries to meet the skills and aspirations of residents and support a thriving business environment
- Expand and promote employment and training opportunities for all residents, especially young people and people experiencing social disadvantage

Goal 15

Our economy provides a range of employment and education opportunities to match the skills and needs of the population

Strategies

- Promote Northern Beaches as an attractive place to establish a business
- Provide diversified job growth and create industry clusters in our villages, strategic and district centres
- Facilitate active and safe urban environments through increased economic activity, in keeping with local character
- Enhance and extend opportunities for sustainable tourist economy throughout the area



The outcome area of Transport, Infrastructure and Connectivity will make it easier for residents, businesses and visitors to communicate and connect across and beyond the Northern Beaches

Transport, infrastructure and connectivity are key elements in creating a safe, inclusive and connected community. It is an area that continues to concern and frustrate the local community. The Northern Beaches is home to some of the most congested roads in Australia, namely Warringah Road, Mona Vale Road and Pittwater Road/Spit Bridge. There is a clear and urgent need to improve transport and connectivity.

Community members have voiced strong frustration with traffic congestion, travel times, lack of viable active travel options, and poor access to public transport – particularly for

residents that do not live on one of the main public transport routes. Congestion affects all residents and visitors, but frustrations are especially acute for commuters who are dependent on car travel to get to and from work, especially if they are one of the 50.8% of the resident workforce who work outside of the area.

Council cannot solve these problems alone; most transport and infrastructure related investments are the responsibility of the NSW Government.

Council will focus on facilitating and promoting active and sustainable travel, while ensuring ongoing maintenance and improvements of footpaths and other infrastructure. Council will also continue to advocate for better long-term integrated transport and communications solutions and will work with relevant agencies to improve public transport and coordinate road network planning.

Key Partners

- Transport NSW
- Roads and Maritime Services
- Private Bus and Ferry operators
- Greater Sydney Commission
- NBN Co/Telstra

Goal 16

Our integrated transport networks meet the needs of our community

Strategies

- Advocate for improved transport options and networks
- Ensure transport planning is integrated with land use planning and takes account of emerging technologies
- Facilitate and promote safe transport options that reduce car-based commuter travel
- Maintain and enhance roads and road-related infrastructure

Goal 17

Our community can safely and efficiently travel within and beyond Northern Beaches

Strategies

- Improve public transport options and connectivity to better meet our community's travel needs
- Facilitate and promote safe cycling and walking networks as convenient transport options
- Improve parking options in centres, villages and places

Goal 18

Our community can easily connect and communicate through reliable communication technologies

Strategies

- Provide public spaces that are connected through communications and technologies
- Facilitate environments that are supported by digital and physical communications infrastructure



The outcome area of Good Governance will ensure that Council has strategic capacity, efficient processes, and a culture of continuous improvement to make informed decisions in the best interests of the Northern Beaches community

A culture of transparency and accountability is critical to good governance and establishing trust with the community. This is especially true for an organisation the size and scale of Northern Beaches Council, with more than 1,800 employees.

Clear corporate and financial reporting, internal auditing and rigorous risk management are some of the key mechanisms for embedding a culture of accountability in an organisation. While introducing rigour and rules, these mechanisms can add 'red tape' and potentially hinder creativity and flexibility if not kept in check.

As a new organisation, our focus is to develop integrated systems and safeguards that are adaptable to the evolving and diverse needs of the community, while at the same time encouraging innovation and creativity. We will foster a workplace culture of continuous learning where communication will be open and genuine and where there are clear standards and processes for ethical conduct.

We are committed to create an organisation guided by clear ethical guidelines and corporate reporting but not encumbered by red tape.

Goal 19

Our Council is transparent and trusted to make decisions that reflect the values of the community

Strategies

- Demonstrate a high standard of transparency and accountability through community involvement and strong reporting practices
- Establish a strong corporate governance framework to ensure decisions and transactions are ethical, efficient, and fair
- Ensure the long-term financial sustainability of Council through strategic management of assets

Goal 20

Our Council efficiently and effectively responds to, and delivers on, the evolving needs of the community

Strategies

- Facilitate simple and consistent customer interactions through innovative systems and processes
- Continuously improve services in response to identified community needs and satisfaction with Council

Key Partners

- Department of Premier and Cabinet
- NSW Ombudsman
- Local community groups
- Office of Local Government
- NSW Treasury
- NSW Auditor General



This outcome area, Partnerships and Participation, will ensure that communication and engagement methods are relevant, targeted and effective

It is important for Council to be flexible and responsive to the evolving ways our community connects.

Ensuring representation and participation across all demographics is essential to representative decision-making. There is a wealth of local knowledge, professional expertise and creative thinking within the community that can help inform evidence based policy-making and advocacy.

Through genuine participation, Council can better advocate on behalf of the community on complex issues that are beyond the direct control of Council, namely transport, housing, employment and planning for more cohesive neighbourhoods, villages and centres.

Genuine community participation goes beyond 'having a say' on isolated issues. It is about working together on the big picture challenges. We need to collaborate across traditional

boundaries in innovative ways so that we can address future challenges holistically. This means rethinking how we engage with the community and rethinking our role as a Council. As an organisation with strong ties to a vast network of government and non-government agencies and other stakeholders at a local level, we are well-placed to create a shared reference for action.

Council is committed to bringing together diverse community groups to make the community's vision a reality. It seeks to find balanced and integrated solutions to the complex challenges that lie ahead.

Goal 21

Our community is actively engaged in decision making processes

Strategies

- Establish a fair and representative engagement structure that enables a diverse community to engage in local neighbourhood matters
- Enable community members to participate in decision-making by providing a broad range of engagement opportunities
- Undertake innovative and adaptive community engagement
- Improve community understanding of how decisions are made for the local area

Goal 22

Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community

Strategies

- Develop partnerships to deliver facilities and targeted services and programs to meet community needs
- Facilitate collaboration between community groups, businesses, government and non-government organisations on projects and programs
- Advocate regionally and at NSW and Federal Government levels on behalf of the community

Key Partners

- Local community groups/precinct committees/strategic reference groups / working committees
- International Association for Public Participation (IAP2)

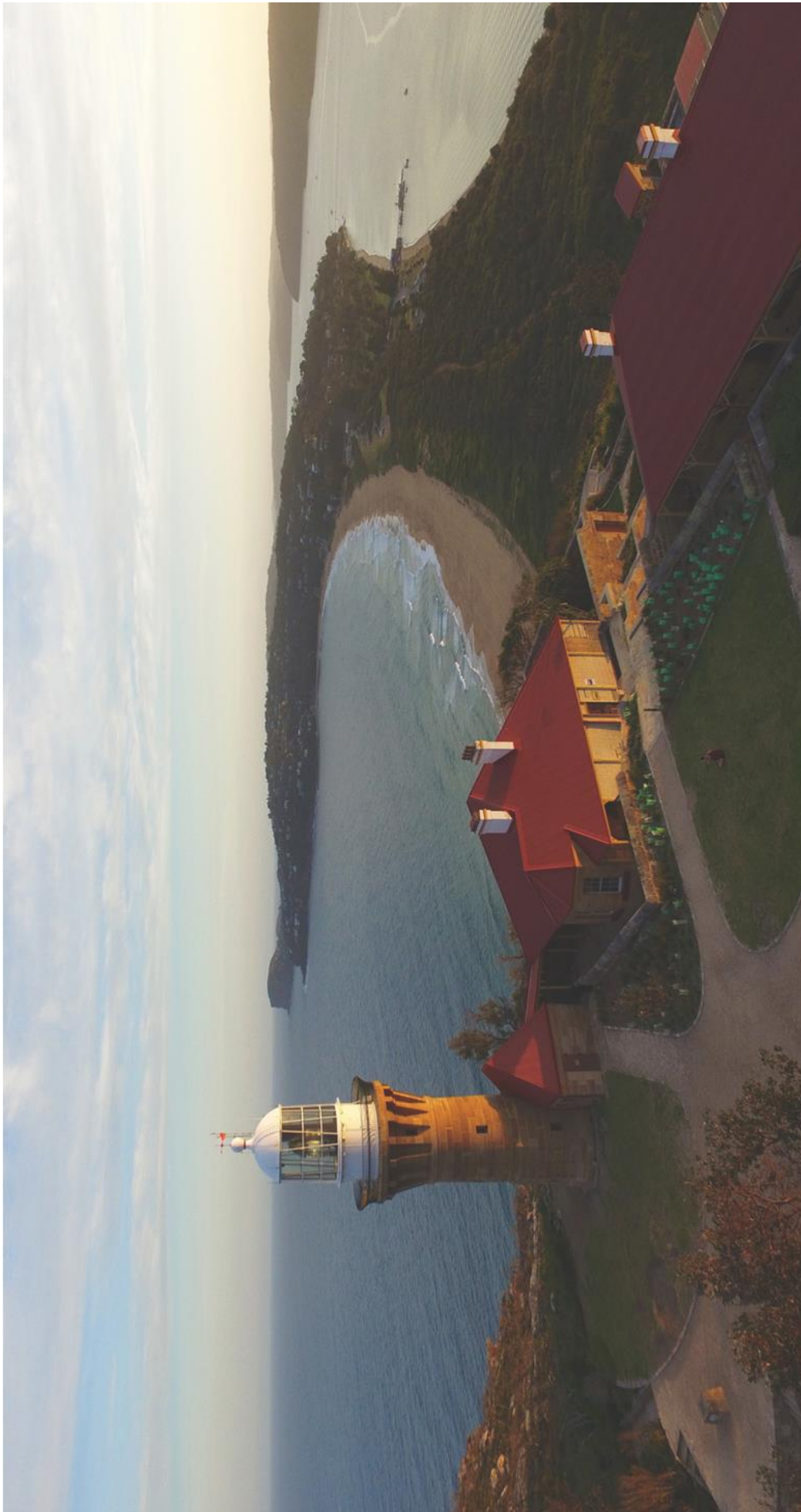


Tracking our progress

<p>A broad base of performance measures will be used to evaluate progress towards the community's vision and assess whether their objectives are being achieved.</p> <p>Given the breadth of CSP goals and strategies, many of the performance measures are still being developed and assessed for suitability, relevance and currency.</p> <p>The development of a concise and reliable suite of performance indicators will be integral to establishing the Delivery Program. Detailed strategic and operational planning will provide further detail on how we monitor progress against specific actions that relate back to the CSP.</p>	<p>Examples of sources</p> <p>Performance indicators will be drawn from a wide range of internal and external sources, including the following core data providers:</p> <ul style="list-style-type: none"> • Australian Bureau of Statistics (ABS), including Census & Travel to Work data • Sydney Water, including coastal and lagoon water quality data • Office of Environment & Heritage (OEH), environmental protection and pollution monitoring statistics • Roads & Maritime Services, including road usage and traffic volumes • NSW Department of Transport, public transport usage volumes • NSW Bureau of Crime Statistics and Research 	<p>In addition to these external sources, we will use our annual community satisfaction survey to gauge how the community feels we are progressing. This survey provides an excellent foundation for further consultation with the community on their priorities.</p>
		<p>Examples of measures</p> <p>Key performance indicators are important in terms of tracking our progress however they do not tell the full story. We will assess our overall success against this Plan using a variety of methods. Measures and indicators will be used as conversation starters for engaging the community and our partners on evaluating our progress.</p>

Tracking our progress Examples of Measures

Protection of the Environment <ul style="list-style-type: none"> • Specific studies to monitor changing condition of natural environment (flora, fauna & species) • Community perceptions survey • OEH and other NSW and Commonwealth Agency data 	Community & Belonging <ul style="list-style-type: none"> • Health and strength of the community over time • Community surveys • Volunteering rates • Involvement in Council committees, programs and service delivery 	Good Governance <ul style="list-style-type: none"> • Customer survey perceptions • Participation & Partnerships • Participation in community • Volunteering • Communications • Consultations
Environmental Sustainability <ul style="list-style-type: none"> • Reduction in waste over time • Waste Management • Community perceptions and surveys on waste, litter, rubbish 	Vibrant Local Economy <ul style="list-style-type: none"> • Number and composition of local businesses • Employment growth over time • Local workforce capacity • ABS and Census data • Journey to Work data • ATO Business Register data 	Participation & Partnerships <ul style="list-style-type: none"> • Participation in community • Volunteering • Communications • Consultations
Places for People <ul style="list-style-type: none"> • Built environment monitoring over time • ABS Census: housing densities, types of housing, development approvals 	Transport, Infrastructure & Connectivity <ul style="list-style-type: none"> • Roads usage data • Public Transport usage • ABS Census data • Travel customer surveys • Infrastructure delivered locally • Capital works program/project monitoring • NBN roll-out progress 	



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NORTHERN
BEACHES
COUNCIL

Community Engagement Report:

Community Strategic Plan (CSP) – Stage 2

June 2017

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Executive Summary

This report summarises the outcomes of the second stage of community engagement on the Community Strategic Plan (CSP) during March to April 2017 which will be used to develop the draft Plan.

The CSP is the community's plan for the future. It is one of the most important planning documents for the Northern Beaches and it is the basis on which all future planning (and budgets) rests. Council has a custodial role in initiating, preparing and updating the plan on behalf of the community.

This engagement focused on validating the draft vision and CSP Framework (aspirations, outcomes, goals and strategies) contained in the 'Shape 2028' Discussion Paper. Given this is the community's plan, the priority was to engage with a diverse and representative cross section of the community with particular focus on those who don't usually engage to facilitate constructive and robust dialogue about long term strategic directions and the challenges facing the Northern Beaches over the next 10 years.

Engagement approach

A comprehensive engagement program and a targeted recruitment and awareness campaign were undertaken. Over 1,000 members of the community were engaged either in-person or online with a particular focus on encouraging participation from youth, time-poor and the working population.

Engagement outcomes

Stage 2 community engagement demonstrated:

- **CSP Framework** - General support and satisfaction with the overall framework.
- **Aspirations** – Limited comments on the aspirations in submissions.
- **Vision** – General support and satisfaction. However there is opportunity to strengthen the vision and make it more specific to the Northern Beaches with a stronger focus on the natural environment.
- **Outcomes** – Comments expressed satisfaction with outcomes, and the need to strengthen goals and strategies so they are more aspirational and future-focused, especially in the following areas:
 - Transport, Infrastructure and Connectivity
 - Protection of the Environment
 - Environmental Sustainability
 - Places for People

Evaluation and next steps

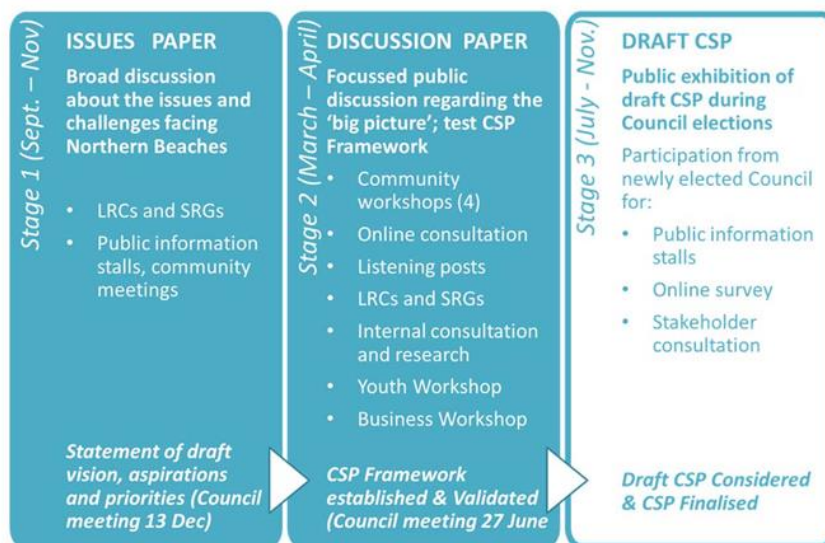
The majority of participants indicated they were satisfied overall that the CSP Framework will make the Northern Beaches a better place to live, work and play into the future. Feedback received from Stage 2 will guide the development of the draft Community Strategic Plan which will be presented to the community for further consultation.

Background

The *Local Government Act 1993* requires Council on behalf of the community to prepare a long term plan (10 years plus) that captures the community's vision, aspirations and priorities, and provide strategies to achieve the vision. The CSP is the community's plan that is informed through a comprehensive community engagement program.

A three stage engagement program was developed to ensure the community and key stakeholders were involved and worked together to develop the CSP (See Figure 1 below). This program was also developed within the framework of Council's Community Engagement Policy, and NSW requirements for merged councils¹.

Figure 1 Engagement Program for Community Strategic Plan



Stage 1 involved over three months of community consultation from September to November 2016 using a range of techniques including surveys, workshops and forums. Over 1,000 people provided input to the draft Statement of Vision and Priorities for the CSP. This was reported to Council 13 December 2016, and approved for exhibition.

Stage 2 commenced in March and included a Discussion Paper 'Shape 2028'.

Discussion Paper

The purpose of the Discussion Paper was to continue conversations with the community on how to make the Northern Beaches an even better place to live. The Paper is an extension of the Issues Paper that informed the first round of consultation. It included a draft CSP Framework (vision, aspirations, outcomes, goals and strategies).

The Discussion Paper was published in March 2017 and revised on 12 April 2017 to amend an error in the population forecast figures and republished online.²

¹ Section 402 *Local Government Act 1993* and NSW Department of Premier and Cabinet, *Managing Change: Guidance for Senior Staff* May 2016.

² Discussion Paper: <http://yoursay.northernbeaches.nsw.gov.au/21611/documents/54042>

Consultation Objectives

The main objectives were:

- Ensure a diverse representation of the community from across the region, particularly targeting youth, time-poor and working population.
- Engage community members in a constructive and robust dialogue about long term strategic directions.
- Create a better understanding in the community about the complexities in planning a sustainable, healthy and diverse community.
- Frame the regional, NSW, national and international context of long term planning, and particular regard to the NSW Government's *Draft North District Plan*.
- Inspire and motivate community participation in creating better places.

Community Engagement Program

A variety of methods were used to engage with diverse members of the community and ensure participation across the Northern Beaches region. These included:

- **Community workshops:** four independently facilitated workshops were held at Manly, Dee Why, Forestville and Mona Vale. Events were held after hours during the week and on weekends
- **Youth workshop:** a separate workshop was held during school holidays/ University mid-semester break at Westfield's Warringah Mall. Participants each received a \$25 gift Voucher as an incentive for participating.
- **Online Survey:** was designed to capture feedback from broad and time-poor members of the community. This was promoted across print and digital marketing activities and at listening posts.
- **Focus Groups:** two targeted sessions were held for hard to reach stakeholders. The first with representatives from youth support organisations. The second with representatives from local business chambers.

Table 1: Community Engagement Program Stage 2

Engagement Program	Activity Description (Stage 2)	Stage 2 Participation Mar-Apr 2017
Community Workshop	Four independently facilitated workshops of 2.5 hours duration located at various locations across the LGA. Analysis compiled by KJA (Appendix 1)	296
Youth Workshop	One independently facilitated workshop of 1.5 hours duration targeting 14-24 year olds. Analysis compiled by KJA (Appendix 1)	
Focus Group	Youth Inter-agency (~20) and business chamber representatives (8) of between 1-2 hours each duration (Appendix 4 and 5)	57
Listening Post	Three listening posts to promote online survey and provide Council presence in the community (Warriewood, Dee Why and Manly)	65
Online Survey	Surveyed levels of satisfaction and comments on CSP Framework; designed to encourage community members to read Discussion Paper, Shape 2028 (Appendix 2)	635
Written Submissions	Considered submissions (Written and Electronic) from the community, including resident associations (Appendix 3)	11
Total		1064

The community engagement program was supported by a recruitment and awareness campaign designed to attract diverse members of the community. This campaign successfully attracted a range of perspectives with participants representing the diverse demographics and geographic spread of the Northern Beaches.

The campaign comprised a broad range of marketing and recruitment activities as outlined in Table 2. Further detail, including samples of materials produced are outlined in appendix 6.

Table 2: Recruitment and Awareness Campaign Stage 2

Recruitment and Awareness	Description (Stage 2)	Groups Targeted	Reach
Print Advertisements	Manly Daily (Weekly) Peninsular Living (Monthly) Pittwater Life (Monthly) Covered - Double page spread (Quarterly)	General community	144,000 70,000 30,000 30,000
Media Release	Information, quotes and infographics to support editorial content	General community	Media Coverage
Postcards	Letterbox drop to households Youth postcards distributed through youth interagency organisations, youth week events and at council centers	General community, Youth	126,000 households
Posters and Discussion Paper Hard Copies	Displayed with additional Postcards in all Customer Service Centres (4), Libraries (6) and Childcare Centres	General community	2000
Signage	Corflute signs at commuter wharves targeting offshore communities at 16 locations	Offshore communities	Estimated reach of 600
Bulk Emails	Community Engagement Register	Target groups and those who have previously engaged	12,000
Electronic Mail Distribution	'What's On' Email List Council News Email List Childcare Weekly Update – 'Educa' app	General community, Youth	60,000 60,000 700
Website	Featured on front page of Council Website	General	26,700
Social Media	Facebook (General and Sponsored) Twitter and LinkedIn	Youth Young Adults Time-Poor	36,000
Randomised Recruitment	Randomised telephone recruitment for community workshop participants conducted independently.	General Community	100

Key Findings

A summary of key findings for the vision, aspirations and each outcome area are outlined in the table below. For each element of the framework the following information is provided

- **Quantitative results:** participants at the community workshops and online were able to rate individual elements of the framework. The questions at the workshop and online were different.
 - o Community workshop – all participants voted on satisfaction with the vision and half the room voted on satisfaction with goals/strategies for each outcome. A significant number of participants cast a neutral vote (neither satisfied or dissatisfied) which accounted for 20-26% of polling on each question.

- Online survey – polling on the framework was limited to participants that read the Discussion Paper (173 participants).
- **Qualitative feedback:** written or verbal feedback at workshops, focus groups, formal submissions and online survey. Comments provided feedback on how the draft framework could be strengthened.

Further detail from each engagement activity is included in the Appendices.

Table 3: Key Findings from Stage 2

Framework	Key Feedback
Overall	<p><i>Quantitative results:</i></p> <p>The CSP framework will make the Northern Beaches a better place to live work and play:</p> <ul style="list-style-type: none"> • 60% satisfaction - community workshops • 54% satisfaction - online
Vision	<p><i>Quantitative results:</i></p> <ul style="list-style-type: none"> • 66% satisfied with the vision - community workshops • 54% satisfied with the vision - online <p><i>Qualitative feedback:</i></p> <ul style="list-style-type: none"> • Natural environment should be emphasised over the built environment • It needs to reflect the uniqueness of the Northern Beaches, as it could be referring to anywhere • Strengthen people aspects (e.g. creative, vibrant etc.) • Explicitly reference 'sustainability' • Include 'healthy' or 'wellbeing' instead of 'safe'
Outcome - Protection of the Environment	<p><i>Quantitative results:</i></p> <ul style="list-style-type: none"> • 48% satisfied with goals and strategies - community workshops • 35% felt more work required on goals and strategies - online <p><i>Qualitative feedback:</i></p> <ul style="list-style-type: none"> • Protection of the environment is important • Strategies need to be clearer and stronger • Concern that this section implied prohibiting use of natural areas • Stronger emphasis on partnerships and Council's role is needed

Framework	Key Feedback
Outcome - Environmental Sustainability	<p><i>Quantitative results:</i></p> <ul style="list-style-type: none"> 45% satisfied with goals and strategies - community workshops 33% felt more work required on goals and strategies - online <p><i>Qualitative feedback:</i></p> <ul style="list-style-type: none"> Requires a stronger approach that inspires change Emphasise innovation Direction and leadership on renewable energy required Focus on recycling, waste and managing development Emphasise role of education, incentives and enforcement Ambiguity, in the terms 'cleaner' and 'community' Include concept of 'resilience' and preventative action
Outcome - Places for People	<p><i>Quantitative results:</i></p> <ul style="list-style-type: none"> 55% satisfied with goals and strategies - community workshops 34% felt more work required on goals and strategies - online <p><i>Qualitative feedback:</i></p> <ul style="list-style-type: none"> Council should strengthen its advocacy role Needs to reference District Plans, and balance regional priorities and local values Community connections prioritised, not just infrastructure Suggestions for sport and outdoor activities with equitable access Public spaces catering to different needs and demographics (e.g. safe, fun and dedicated spaces for young people) Housing is important, particularly for young, elderly and those living with disability Challenge in ensuring young people can stay in the area
Outcome - Community and Belonging	<p><i>Quantitative results:</i></p> <ul style="list-style-type: none"> 62% satisfied with goals and strategies - community workshops 23% felt more work required on goals and strategies - online <p><i>Qualitative feedback:</i></p> <ul style="list-style-type: none"> Support for safe night life for teenagers General support for providing opportunities and places for artists, musicians and creatives Connection to community is important Need more networking, meeting places and support of cultural activities Music and theatre outdoors bring people together Wellbeing and mental health should be strengthened Population growth must be supported with increased social services

Framework	Key Feedback
Outcome - Vibrant Local Economy	<p><i>Quantitative results:</i></p> <ul style="list-style-type: none"> • 64% satisfied with goals and strategies - community workshops • 23% felt more work required on goals and strategies - online <p><i>Qualitative feedback:</i></p> <ul style="list-style-type: none"> • Need for more tertiary education, and accessible transport • Need affordable housing for key workers • Promote Northern Beaches as a 'green / sustainable / creative' region with distinct advantages in natural environment, lifestyle and skills • Encourage businesses and employment that match local skillsets • Provide / facilitate grants and incentives for small businesses • Business diversity important • Need to retain employment lands
Outcome - Transport, Infrastructure and Connectivity	<p><i>Quantitative results:</i></p> <ul style="list-style-type: none"> • 34% satisfied with goals and strategies - community workshops • 65% felt more work required on goals and strategies - online <p><i>Qualitative feedback:</i></p> <ul style="list-style-type: none"> • Recognition of strong link between development and population growth • Strong support for Council taking on a stronger advocacy role when liaising with State Government on transport and traffic issues • Specific reference to improving traffic, active transport and public transport, making it more affordable, convenient and innovative • No simple solution to problems with transport and traffic • Clarity on 'parking options' in the area • Need to improve safety of public transport, particularly late at night • Opportunity for transport to target needs to reduce congestion (e.g. facilitate youth independence to reduce car trips)
Outcome - Good Governance	<p><i>Quantitative results:</i></p> <ul style="list-style-type: none"> • 58% satisfied with goals and strategies - community workshops • 20% felt more work required on goals and strategies - online <p><i>Qualitative feedback:</i></p> <ul style="list-style-type: none"> • View that these goals and strategies are mandatory for Council • Should be clearer and more innovative in terms of how Council will improve standards • Councillor transparency, independence and ethics • Explaining decisions and reporting back to the community • Local representation for local decisions • Avoid listening only to 'squeaky wheels'

Framework	Key Feedback
Outcome - Participation and Partnerships	<p><i>Quantitative results:</i></p> <ul style="list-style-type: none"> • 61% satisfied with goals and strategies - community workshops • 15% felt more work required on goals and strategies - online <p><i>Qualitative feedback:</i></p> <ul style="list-style-type: none"> • Advocacy for the community • Measuring engagement • Broad engagement techniques needed to cater for 'time-poor', e.g. social media, web-cast or other technology • Support for new-democracy processes, e.g. random selection of participants • Ensure diversity • Clarify what is meant by 'community' and 'stakeholders'

Conclusion

Overall the community is satisfied with the draft CSP Framework (vision, aspirations, outcome areas, goals and strategies). However, there are opportunities to strengthen the draft vision, goals and strategies of the community, namely by emphasising the natural environment and ensuring the goals and strategies are clearer.

Appendix:

Appendix 1: KJA Report

Appendix 2: Online Survey Analysis

Appendix 3: Written Submissions Analysis

Appendix 4: Youth Inter-agency focus group Analysis

Appendix 5: Business focus group Analysis

Appendix 6: Recruitment and Awareness Campaign

Appendix 1

KJA Report –

Shape 2028 Drafting of the
Community Strategic Plan



Northern Beaches Council
Shape 2028 – drafting of the Community Strategic Plan

Workshop Engagement Report
18/05/2017



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1. Executive Summary

The Northern Beaches Community Strategic Plan is a statutory document, prescribed by the Local Government Act 1993 and prepared by Council, which will act as a roadmap for the future of the area. To ensure that this Plan reflects the concerns, interests and hopes of the Northern Beaches Community, the Northern Beaches Council (NBC) engaged KJA to coordinate, facilitate and report on a series of related community workshops.

Engagement approach

From 27 March – 20 April, five workshops were held including one in Manly, Forestville, Dee Why and Mona Vale, as well a dedicated youth workshop in Warringah. Participants at these workshops were asked to indicate their level of satisfaction with the CSP Framework and its proposed vision, goals and strategies. Council facilitators and scribes also worked with participants in small groups to gather comments and suggestions about each of the goals and strategies, which fell into the following eight categories:

- | | |
|----------------------------------|---|
| 1. Environmental Sustainability | 5. Vibrant Local Economy |
| 2. Protection of the Environment | 6. Transport, Infrastructure & Connectivity |
| 3. Places for People | 7. Good Governance |
| 4. Community & Belonging | 8. Participation & Partnerships |

Engagement results

Across the four larger workshops and the additional Youth workshop, participants – generally – expressed their support for the *CSP framework*, with the majority (60%) indicating that they were ‘satisfied’ or ‘very satisfied’. None of the participants recommended any additional categories to the eight already outlined in the CSP. The majority of participants, including those in the youth workshop, also indicated that they were ‘satisfied’ or ‘very satisfied’ with the proposed *vision* for the Northern Beaches.

Overall, more than half of workshop participants were ‘satisfied’ or ‘very satisfied’ with the goals and strategies under ‘Environmental Sustainability’, ‘Places for People’, ‘Community & Belonging’, ‘Vibrant Local Economy’, ‘Good Governance’ and ‘Participation & Partnerships’. Less than half were satisfied with the ‘Protection of the Environment’ and ‘Transport, Infrastructure & Connectivity’ categories. Mona Vale participants were also generally less satisfied than participants in other workshops after reviewing the goals and strategies under ‘Partnerships and Participation’, ‘Environmental Sustainability’ and ‘Good Governance’. When asked which categories of the Framework they would most like to focus on during the youth workshop, participants identified ‘Places for People; Community & Belonging’ and ‘Environmental Sustainability; Protection of the Environment’ as their priority areas.

General feedback in relation to the goals and strategies presented at the workshop were mostly consistent across the sessions. The most frequent comment was that the goals and strategies required stronger, more specific, measurable details and/or examples, with many participants recommending how they could be altered to achieve this. Participants often also commented on the issues encapsulated within each category.

Evaluation and next steps

The overwhelming majority of participants indicated that they were satisfied with the workshop they attended. A redrafted CSP, informed by this feedback and input from a parallel online survey process, will now be prepared by Council and presented to the community for consideration.

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2. Engagement Approach

1.1 Community Workshops

KJA was engaged by the NBC to help design, facilitate and report on four community workshops, the primary objective of which was to gather input into Council's draft Community Strategic Plan Framework (CSP) (See Appendices). These workshops were held in a variety of locations throughout the local government area (LGA), to provide a geographic spread, with recruitment and promotion coordinated by Council.

The workshops included:

1. **Manly** Golf Club at Balgowlah on 27 March 2017 (73 participants)
2. **Forestville** RSL on 30 March 2017 (83 participants)
3. **Dee Why** Council Chambers on 1 April 2017 (61 participants)
4. **Mona Vale** Golf Club on 4 April 2017 (79 participants)

Each workshop ran for 2.5 hours, during which participants were presented with information on:

- The purpose of a Community Strategic Plan
- Relevant consultation completed to date, including outcomes
- The current consultation process, including the online survey
- The draft vision and how it was formed based on community input
- The categories under which the goals and strategies sit, with introductory videos for each
- The detailed goals and strategies, in hardcopy

The eight categories the goals and strategies are captured under in the CSP Framework include:

1. Environmental Sustainability
2. Protection of the Environment
3. Places for People
4. Community & Belonging
5. Vibrant Local Economy
6. Transport, Infrastructure & Connectivity
7. Good Governance
8. Participation & Partnerships

As there was a large amount of content to get through in the workshops, the room was split in two – with half the group focusing on categories 1, 3, 5 and 7, and the other focusing on categories 2, 4, 6 and 8.

Participant input was collected via three channels during each workshop:

1. **Interactive polling system** – Participants were provided with hand-held devices, used to indicate their level of satisfaction with the CSP Framework, Vision, Goals & Strategies and the Workshop itself. The results were displayed instantly on-screen. It should be noted that a reasonable amount of time was provided for participants to reply to each question but the response rate for each question was usually slightly less than 100%.
2. **Facilitated table discussions** – Council staff facilitated discussions with groups of approximately 10 at each table. They presented each group with a set of goals and strategies and asked participants whether they felt the goal and/or strategies effectively delivered on the vision or needed work. Council scribes recording comments and suggestions.
3. **An 'Ideas Wall'** – At any point throughout the session, participants could record additional comments on post-it notes and stick them to a wall at the end of the room.



1.2 Youth Workshop

Following these workshops, Council also promoted and recruited participants for a **Youth Workshop**, aimed at community members aged between 14 and 24 years. The 1.5hr workshop was held at Westfield Warringah Mall on 20 April 2017 with 30 participants.

Youth Workshop participants from across the peninsular attended, representing 21 different suburbs stretching from Avalon to Davidson and to Manly.

The key objectives of the Youth Workshop were to:

- Gain qualitative feedback on the draft vision, with an emphasis on the longer term
- Gain qualitative feedback on select goals, as well as suggestions for how they could be implemented
- Promote the online survey

These younger participants were presented with information on the CSP, the Vision, and Council's previous and current engagement on the Framework. They were also shown a timeline of technological advancements over the last 200 years, to encourage them to think long-term and consider how significantly the Northern Beaches could change in the future. Participants voted on which of the eight CSP categories they wished to focus on.

The feedback they provided, and the manner in which it was captured, are outlined in the table below.

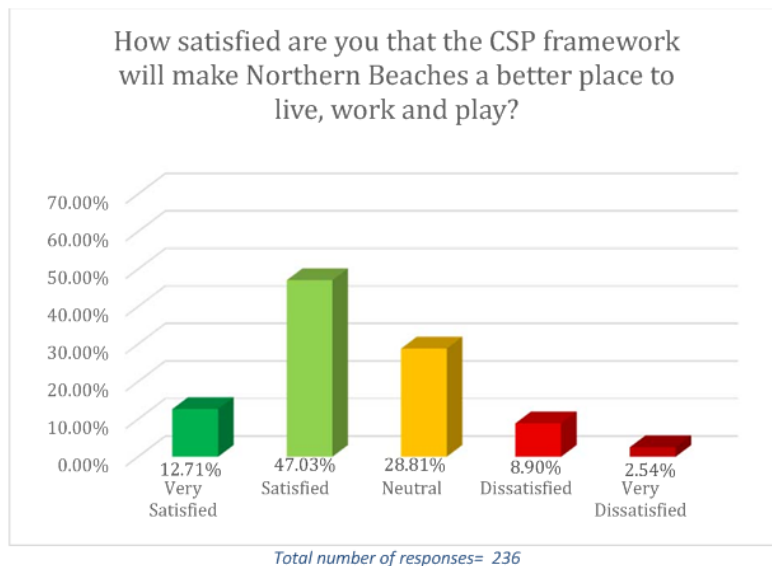
Feedback content	Feedback mechanism
What they valued about the Northern Beaches and wanted to see here in 50 years	Facilitated whole-group discussion, with stock images as stimulus
Level of satisfaction with, and comments on, the Vision	Standing along an 'emoji' scale that ranged from 'very satisfied' to 'very dissatisfied' and facilitated whole-group discussion
Comments and suggestions on goals and strategies within four chosen categories	Facilitated small-group discussion with Council scribes
Ideas for actions that could be taken to deliver on these goals and strategies	Small-group discussions, report-back and the placement of post-it notes on an 'Ideas Wall'

The community input collected from all five of these sessions is captured in the following sections of this report.



3. CSP Framework

Across the four larger workshops and the additional Youth workshop, participants – generally – expressed their support for the CSP framework, with the majority (60%) indicating that they were ‘satisfied’ or ‘very satisfied’.



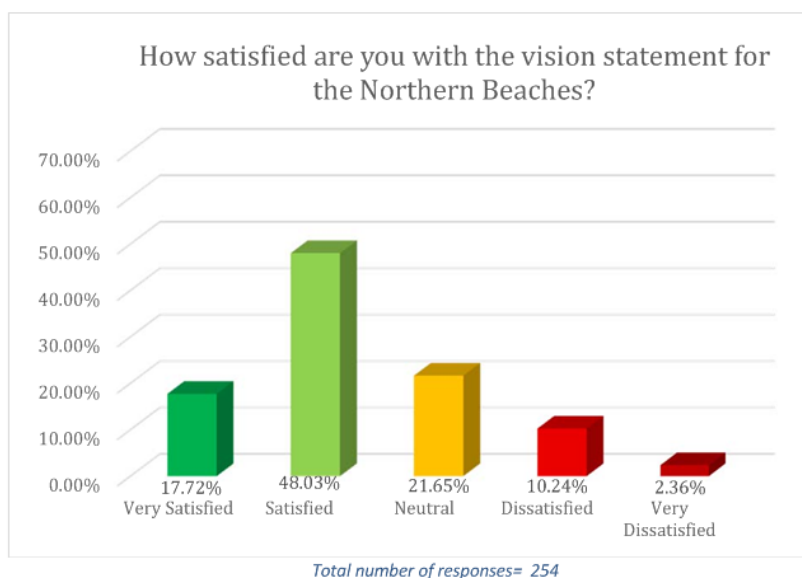
Participants also appeared to be generally satisfied with structure of the CSP Framework (vision/aspirations/outcome areas/goals and strategies). No comments were recorded suggesting that additional categories (outcome areas) be added and all additional notes posted by participants on the ‘Ideas Wall’ at the sessions appeared to sit within one of these existing categories.



4. Vision

"Northern Beaches –
A safe, inclusive and connected community that values its natural and built environment"

When asked how satisfied they were with the proposed vision statement for the Northern Beaches, the response from participants across the sessions was generally supportive, as outlined in the table below. This response was fairly consistent across the sessions.



The majority of participants at the Youth workshop indicated that they were 'satisfied' with the vision by standing along a continuum of emoji's representing 'very satisfied' through to 'very dissatisfied'.

A small number of those participants who suggested the vision needed more work provided additional comment in the form of post-it notes on an Ideas Wall available at the sessions. Mixed views were presented as to what needed improvement. One participant was concerned that the vision was not sufficiently unique to the Northern Beaches while another suggested the vision was too inward-looking; that the community needed to connect with the wider world. Some participants at the Youth workshop were unsure how the aspiration of being inclusive and connected could realistically be achieved.

Suggestions for the vision included making/including:

- Explicit reference to sustainability
- Reference to people, 'not just structures'
- Wording like 'We (as a community) want to be...'
- More reference to governance
- More reference to diversity
- Wording more aspirational
- A stronger commitment

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5. Goals & Strategies

The following is a summary of all feedback collected through the table exercises, as relates to the goals and strategies included in the CSP Framework. These have been organised under the eight main categories that make up the Framework.

Beneath each category are the combined comments and suggestions from all four workshops. Specific suggestions for improvement to a given strategy are recorded against that strategy, with suggestions for the goal more broadly recorded against the goal. Additional concerns, comments and suggestions are included in a 'general' category in each table. It should be noted that, typically, each dot point represents a comment or suggestion from one table at one of the workshops.

1.3 General Feedback

General feedback in relation to the goals and strategies presented at the workshop were mostly consistent across the sessions. The most frequent comment was that the strategies required stronger, more specific, measurable details and/or examples. Some participants felt that the strategies were too broad and high-level, describing them as 'motherhood statements' that needed a more 'active' voice and more ambitious language. Several people also noted that they would prefer the goals to be written in future tense (rather than present tense) to emphasise the aspirational quality of the goals. Many participants called for explanation or definition of key terms (e.g. 'community', 'climate change', 'sustainability').

Participants at a table in Dee Why suggested that the community would be interested in engaging in the conversation not just at a visionary level, but also at a more measurable, outcome-driven level.

1.4 Environmental Sustainability





Goal 1) Our community is prepared for future climate change and we will work collaboratively to mitigate our impacts

- *Strategy a) Motivate positive changes in our response to climate change and monitor our impact over time*
- *Strategy b) Protect our community and respond to the risks posed by expected changes to the climate*

Feedback category	Participant comments and/or recommendations
Goal 1	<ul style="list-style-type: none"> • Define 'climate change', incl. Inputs and examples of change (mixed views of whether climate change is real and should be included) • Language needs to be stronger (e.g. Just 'mitigating' is not enough) • Specify 'natural environment' and 'urban centres' in more detail • Include emphasis on innovation and embrace technology as part of our approach • Use 'resilience' • Not inspirational enough
Strategy A	<ul style="list-style-type: none"> • Strategy 'a' needs to be more tangible/clearly specified • In strategy 'a', use 'encourage and promote' or 'respond to' rather than 'motivate'
General	<ul style="list-style-type: none"> • General support (incl. For alignment with vision, for decision-making based on climate and community, for providing for future generations and for motivating and monitoring) • Community as leader in sustainability • We should do more than 'our bit' for the environment • We want to be prepared for climate change • Education is important • Lots of places are vulnerable (incl. Need to maintain bushland) • Suggestion that population growth is a key contributor to impacts on the environment • Work collaboratively to both assess and mitigate risk of climate change • Include communications and education as part of planning and preparing for climate change (e.g. To motivate people and communicate risks) • Set clear targets and measurable goals • Widen scope of environment work from focusing on endangered environments to governance more broadly (e.g. Stronger planning controls) • Focus areas (e.g. Coastal dunes and erosion, floods, dangerous trees) • Other concerns (e.g. Population growth, high rise) • More localised services to reduce travel • Collaboration with other tiers of government, local organisations and experts • Consider food security (e.g. Community gardens) • Suggestion that assessments are conducted with local residents



Goal 2) Our urban centres and assets are managed sustainably and support green developments

- *Strategy a) Continually improve environmental standards in all new developments*
- *Strategy b) Improve water, energy and resource sustainability within the built environment including Council operations and assets*

Feedback category	Participant comments and/or recommendations
Goal 2	<ul style="list-style-type: none"> • Define 'green developments'; the term may be too vague • Include more on the role sustainable transport has to play, within and between urban centres (including providing job opportunities closer to home) • Include innovation • Clarify whether goal and strategies are referring to only council assets or private developments too • Include commitment to a minimum amount of green space • Too ambiguous • Specify that developments should also be acceptable to the community • Extend to include old developments and non-built environments
Strategy A	<ul style="list-style-type: none"> • Strategy 'a' is not measurable • Look to international standards to provide clearer benchmarks to measure against (e.g. What does 'continuous improvement of standards' mean?)
General	<ul style="list-style-type: none"> • General support, including for alignment with vision • Improved environmental standards and efficiency is a good thing • Smarter and greener developments should be approved • Solutions could include shared use of sporting facilities, water storage tanks, solar panels on council properties etc. • Council should lead the way, regardless of cost • Compliance needs to improve so that standards are properly enforced by council (e.g. Appropriate building materials and energy sources) • Need to provide alternative access points throughout community (for traffic and power and water supplies during natural disasters) • Electricity cables should be buried, not cutting through trees • Specify what is and isn't council's responsibility • General concerns, including around population growth, over-development and high rise

Goal 3) Our community will continue to work toward sustainable use of resources

- *Strategy a) Decrease consumption wherever possible and improve the reuse and recycling of our resources to reduce waste*
- *Strategy b) Create cleaner urban environments*

Feedback category	Participant comments and/or recommendations
Goal 3	<ul style="list-style-type: none"> • Strengthen the strategy by working in partnership with other levels of government • Strategy needs to be financially sustainable • Need means of evaluating progress • Include 'beauty and engagement'



Strategy A	<ul style="list-style-type: none"> Remove 'whenever possible' Include education as part of strategy, including using 'shock value' and teaching people which bins to use etc. Be clearer whose consumption you are referring to
Strategy B	<ul style="list-style-type: none"> Provide clarity and/or examples around the phrase 'cleaner environments' Include innovation as part of strategies, evolving the approach alongside technology (e.g. Low cost but impactful solutions)
General	<ul style="list-style-type: none"> General support, including for emphasis on continual improvement Energy is an important consideration for future developments Litter and plastics getting in storm water is an issue The sewerage plant is the worst in Sydney It would be a source of pride for the community if we could make this happen Research case studies Focus on reducing waste, improving sewerage as the population increases, keeping beaches clean and promoting recycling (e.g. Ceasing to rely on plastic bags and paper cups) Provide incentives to encourage residents to be sustainable Should rethink landfill approach (e.g. Transport waste out of community) Cradle to grave approach Work with companies to reduce packaging and waste The council's responsibility is to provide residents with the means to be sustainable

1.5 Protection of the Environment





Goal 4) Our bushland, coasts and waterway assets are protected and managed for their natural values for future generations, allowing for appropriate and safe use and enjoyment.

- *Strategy a) Protect local indigenous biodiversity*
- *Strategy b) Protect and improve the ecological condition of our bushland and natural water systems*
- *Strategy c) Protect the natural and cultural values of Council managed lands while ensuring that access and use is sustainable*
- *Strategy d) Empower the community to be involved in the continued protection of our bushland, coasts and waterways*

Feedback category	Participant comments and/or recommendations
Goal 4	<ul style="list-style-type: none"> The goal and strategies cover most elements Clarify that beaches and lagoons are included Include 'flora and fauna' 'Access and use is sustainable' should be conveyed more strongly in the strategy as sustainability is priceless Built heritage should be included Don't just protect, also rehabilitate, improve and enhance (e.g. Restoring fauna to an area, buying more land to improve) Include piece on maintaining natural habitats for birds and animals Acknowledge the different approaches required for urban and rural areas Focus needs to be broader than reserves (e.g. Listen to the community about retaining urban trees as well) Include reference to 'fixing' (e.g. Fixing sewage works that cannot cope during massive downpours)
Strategy A	<ul style="list-style-type: none"> Language should be more active (i.e. Change 'protect' to 'drive and deliver' in strategy 'a') Broaden strategy 'a', using the term 'diverse' and/or define 'indigenous' - we need to map aboriginal heritage in the area
Strategy B	<ul style="list-style-type: none"> Erosion should be considered under strategy 'b' Include 'protect and improve the natural ecological condition' (in particular, waterways)
Strategy C	<ul style="list-style-type: none"> Under strategy 'c', trees should be given strong protection across the northern beaches to ensure parks and carparks have shade, and more fruit trees should be planted as an important habitat for animals, a wildlife management strategy should be developed, catchment areas should be protected, bush regenerated and lagoon walks provided around the northern beaches (e.g. At Dee Why) Expand lands to not just include 'council managed lands'
Strategy D	<ul style="list-style-type: none"> Add 'shared' bushland, coasts and waterway assets Language should be more active (i.e. Change 'empower' to 'engage' in strategy 'd') In relation to strategy 'd', clarify what is meant by 'empower', what it means for the community
General	<ul style="list-style-type: none"> General support, including the belief that these strategies are achievable The management of household waste and recycling has improved over the past decade but we should be doing more

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	<ul style="list-style-type: none"> • Need to balance community and environmental interests • Striking this balance properly will be beneficial for our environment • The natural environment should be dominant in the visual landscape • This will be hard to achieve with a growing population • Council will need appropriately qualified staff to deliver these strategies • Support for green spaces that can be sustainably used (i.e. Warriewood wetlands and Curl Curl dog park are excellent examples of the right balance between accessibility and environmental protection) • Consider how existing commercial uses will be managed • Changes to legislation to enable more control of crown lands etc. • Consider community's skills when developing a plan • Engage the community (incl. Schools) in environmental protection activities (e.g. Weed removal, encouraging people to pick up litter daily) • Reward families involved in environmental protection activities (e.g. Through reduced rates) • Ensure council does not re-sell purchased land (e.g. Little Manly) • Protect green and open space, especially if the future includes denser development • Ensure the uses of open space are balanced • Address population increase in terms of balancing the need for development with environmental protections (i.e. "using it doesn't mean losing it") - e.g. Including community space gardens, good design and interconnectivity in new developments • How can community groups be better supported? • Fund environment assets and their maintenance • Consider our backyards as 'stepping stones' to the environment; we should begin focusing there and then move to other areas • Provide access to bushland areas and protect water catchments • Encourage businesses to get involved as 'good citizens' (e.g. Providing vertical gardens) • Infrastructure (i.e. Sidewalks) will help strike the balance between access and protection • Improving accessibility of assets could lead to increased pollution and traffic • How does council influence decisions out of its control to ensure environments are protected (e.g. Council should take advocacy role with state government and work with other government agencies) • Suggestion that property and/or life can be more important than protecting the environment in some instances (e.g. Trees likely to be dangerous storms) • Suggestion by Mona Vale participants that there is an opportunity for an oval and/or sporting facility in Ingleside and Warriewood, given population there • Support for council-controlled coastal walks
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Goal 5) Our environment can withstand natural hazards (e.g. bush fire, flood, climate change and erosion), and there is a balance between ecological services and the built environment.

- *Strategy a) Minimise the risk to life, property and the natural environment from flood, erosion, bushfire and impacts of climate change*
- *Strategy b) Maintain partnerships with government agencies and the community to effectively manage and respond to natural hazards*
- *Strategy c) Maintain and improve natural hazard management, planning and warning systems*
- *Strategy d) Facilitate a well-informed community that is able to respond effectively before, during, and after emergency situations*
- *Strategy e) Create urban environments with improved landscaping and vegetation for the enjoyment of residents and protection of wildlife and built assets*

Feedback category	Participant comments and/or recommendations
Goal 5	<ul style="list-style-type: none"> • The goal is too ambitious given our limited control over the hazards associated with climate change • Add 'landslides' to hazards • Clarify terms 'ecological services' and 'built environment' • Acknowledge that we are dealing with an ever increasing risk of hazards - could change 'climate change' to 'climate destabilisation' • Council is currently doing a better job at delivering goal '4' than '5' • The strategies are sound but Council has a long way to go to deliver and will need more resources to do so • Use consistent terminology (e.g. Is it 'property' or 'built assets') • Clarify whether coastal erosion is considered a community or landowner problem (general support for the latter) • Should also manage impact of hazards on infrastructure such as parkways
Strategy B	<ul style="list-style-type: none"> • For strategy 'b', add that we should be proactive in advocating for solutions in advance • For strategy 'b', change the end to 'improve, initiate and replace with' and consider what will happen when a development does not meet this expectation
Strategy C	<ul style="list-style-type: none"> • Mirror stronger wording around maintaining natural hazard management in maintaining partnerships (i.e. Improve them as well)
General	<ul style="list-style-type: none"> • General support for statements/ideas within goals and strategies, with some suggesting goal '5' is better than goal '4' because it is more specific • Trees make our community • Need Green Environment Management Strategy for private and public land, to assess risks around trees and to lighten their load by reducing foliage • Improve fauna protection • Future developments, streetscapes and parks should be landscaped better • ID areas that should not be built on if there is a short or long term risk from environmental hazards and provide alternatives for people who are unable to develop their land - Council should not approve developments that are close to known natural hazards

KJA 14



	<ul style="list-style-type: none"> • Alternative access in and out of area is important, especially where roads are threatened by natural hazards in short and long term • Develop reports on dangerous trees and make information available when necessary, incl. On storm-proof garden maintenance practices • Local groups should be more proactive • What can be done on a local level on climate change given that there is not much action at higher levels of government • Good networking will assist in developing strong partnerships (e.g. With higher levels of government) • General concern regarding high rise and reduced open space and the impact of this on the delivery of these strategies - "Development will erode these principles" • In the case of an emergency, infrastructure should assist in evacuating what is a growing population in the Northern Beaches • Participants in Mona Vale expressed preference for balance between needs of environment and people; how can this balance be quantified? • Suggestion that 'burn offs' are hazardous for older people or for people with asthma • Technology is part of the solution (e.g. SES warning system) • Participants at Mona Vale suggested that Council shouldn't take all the responsibility for protection; private home owners should take responsibility for their own risks
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1.6 Places for People





Goal 6) Our future is well planned for the diverse communities and villages across the Northern Beaches

- *Strategy a) Effectively prepare for future growth by balancing regional priorities with local values in our planning*
- *Strategy b) Provide a mix of quality housing options and short term housing accommodation*
- *Strategy c) Increase housing choice and improve housing affordability*
- *Strategy d) Maintain the quality of our lifestyle through infrastructure improvements that keep up with growth*
- *Strategy e) Promote and facilitate high quality urban design across all sectors (private, commercial, government and non-government)*

Feedback category	Participant comments and/or recommendations
Goal 6	<ul style="list-style-type: none"> • More clearly define 'well planned' • Change wording from present to future tense i.e. from 'our future is well planned...' to 'our community is planning for..' or 'plan well for our future' since we have not yet achieved this goal • Maintain and preserve villages/individual communities (e.g. Implement precinct committees for villages to maintain consent and atmosphere) • Separate housing and diversity goals • Add reference to preserving green spaces (incl. Planning for open space such as parks and lagoons and making better use of sports facilities) • Goals should have emphasis on better quality builds (e.g. By providing incentives for developers to implement good design measures and/or by council working more closely with state government) • Include more on commercial developments that create jobs (overlap with economic-related goals/strategies) • The term 'affordable housing' needs defining • Possibly combine strategies (e.g. 'b' and 'c' or 'c' and 'd') • Add a point re: "look at innovative ways of using our infrastructure" • Add strategy re: community engagement at early stages of planning • Include the word 'sensitivity' (i.e. to surrounding houses, to the environment etc.)
Strategy B	<ul style="list-style-type: none"> • Complete strategy 'b' without impacting on green spaces (need to protect quality of life for current and future generations) • The term 'home' carries more meaning than 'house' as it is about where you live, it is not merely an asset • Add 'in different areas' to 'strategy b'
Strategy C	<ul style="list-style-type: none"> • Participants were most supportive of strategies 'c' and 'd'
Strategy D	<ul style="list-style-type: none"> • Participants were most supportive of strategies 'c' and 'd'
Strategy E	<ul style="list-style-type: none"> • More clearly define 'high quality' (e.g. Does this mean open space and urban design?) • Stronger language in 'strategy e' than 'promote' and 'facilitate'
General	<ul style="list-style-type: none"> • General support and view that the goal and strategies deliver on the vision, support especially for planning ahead for population growth and for diverse communities • Housing should be integrated in all goals/strategies

KJA 16



	<ul style="list-style-type: none"> • Support for the provision of affordable housing varied across the sessions • Many participants acknowledged the challenge in keeping young people in the area but many were also unsupportive of affordable housing, especially if they took the form of high rise • Local government may be limited in its ability to improve housing affordability • Some appreciated the emphasis on providing 'options' around housing • Mixed views on whether growth should be allowed to occur, with some accepting that it was inevitable. Participants recognised that an increased population will place pressure on all the community's aspirations • A young person expressed their concerns for the future, pointing to low paid local jobs and expensive rental accommodation: "As a young person, I have the assumption I will have to leave because I can't afford to live here. I don't have any hope" • Recognition that not all aspects of these goals and strategies are under council's control • Some pointed to broader solutions around housing affordability (e.g. The introduction of taxes in the UK to discourage housing investment) • Allow granny flats • Provide community access to school facilities when they are not being used by schools • Improve partnership with state government • Affordable housing policies create 'micro' housing, not affordable housing • Residential units are not appropriate for this area • Houses should not be built on busy roads • Controls should be in place to prevent high density; our preference is for houses • Parking boats and trailers need to be relocated • Reduce red tape for development applications so they can be processed quicker • Council should consider selling off existing public housing assets to raise money for purchasing areas where housing would be more affordable • Put limits on population growth and/or recognise where minimal growth should occur (incl. In relation to height) so it does not negatively impact on our quality of life (growth should be compatible with area) (i.e. Distribute growth fairly) • Council should strengthen its advocacy role • Preserve spaces for bushland and preserve views (i.e. To bush and to beaches) • Needs to speak to district plans and other higher-level government plans but a balance should be struck between regional priorities and local values • Some did not support the provision of affordable housing, with many equating it to high rise
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	<ul style="list-style-type: none"> Housing types should be in keeping with the area (i.e. Participants were more supportive of terrace houses, units/apartments with surrounding parklands and/or converting existing houses into strata arrangements) Accommodation should be provided for key workers near their place of work (e.g. The hospital) Need to think about community in terms of how people connect with each other, not just in terms of infrastructure Consider how we can keep people in the area as they grow older Accommodation for people with disabilities Design major regional centres to provide local jobs, but not in our area View that there has been insufficient consultation around developments in the area, with council avoiding responsibility by deferring decisions to state government or being overruled by the state Infrastructure improvements are needed as development occurs Create town centres (i.e. With green spaces) and preserve some of the outlying areas Personal space is important Housing needs local supporting facilities (incl. Public transport) People have to travel to higher paying jobs to afford mortgages Don't believe development around Northern Beaches Hospital reflects these goals and strategies Provide housing options for future families
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Goal 7) Our well-designed public spaces inspire social interaction and inclusion and support health and wellbeing

- Strategy a) Develop urban design requirements that support the health, wellbeing, safety and inclusion particularly for seniors and people who live with a disability*
- Strategy b) Collaborate with the community to design public open spaces and neighbourhoods that cater for a wide range of uses and social interaction*
- Strategy c) Encourage the community to be creatively involved in designing our public spaces and neighbourhoods*

Feedback category	Participant comments and/or recommendations
Goal 7	<ul style="list-style-type: none"> Remove 'our' from goal/strategies Should include community gardens, spaces to gather Should emphasise inclusive spaces for everyone, not just seniors and people with disabilities (e.g. Some participants felt prams need to be better catered for as an extension on providing access for people with disabilities) Suggestion that the strategies read more like statements Include reference to protecting existing spaces and adding new ones as the population increases to provide equitable access Use future tense
Strategy A	<ul style="list-style-type: none"> Add "building code requirements" to strategy 'a' Strategy 'a' needs stronger wording, i.e. "develop and ensure urban design requirements"



Strategy C	<ul style="list-style-type: none"> • Strategy 'c', especially, is important • Section 'c' requires strong precinct committees and strong, productive community involvement • Define 'creatively' in strategy 'c' and/or replace with 'collaboratively'; community needs to be engaged early on in planning process and the outcomes of development planning need to be transparently fed back to the community; there is an opportunity for the community to provide input to developers and maintain a dialogue throughout the planning process • Strategy 'c' sounds like it is encouraging graffiti
General	<ul style="list-style-type: none"> • Participants were very supportive of this goal and the associated strategies, including how inclusive they are • NBC does green spaces well • This 'soft' infrastructure should support the 'harder' infrastructure outlined under goal '6' • Suggestion that council should play a big role in delivering this goal • Density is required to allow for affordable housing, which would then bring families into the area who need access to playgrounds and other facilities • Spaces also need to be safe and secure (e.g. Alcohol free zones) • Stony Range is a good example of public space encouraging interaction • Support for people with disability should extend from toilet facilities to also include urban design planning principles and other modifications; it should also consider 'wellness' more generally • How involved can the community realistically be in designing public open spaces? • Public spaces should encourage pedestrianisation (including by providing adequate footpaths) • Parks and open spaces should be distributed fairly between communities • Catering for diverse groups should include those from different language backgrounds, youth (e.g. Skate parks) and those with high needs • Traffic and other impacts need to always be considered • Use public facilities after hours (e.g. Schools and playing fields) • Bush corridors and other environmental management need to be considered in the development of public spaces

Goal 8) Our community is healthy, active and engaged with the Northern Beaches lifestyle and various recreational opportunities

- *Strategy a) Provide well maintained and safe public spaces that equitably support the active and passive recreational activities of the community*
- *Strategy b) Encourage and promote healthy, active living through collaborative partnerships with government agencies, community and sporting groups*
- *Strategy c) Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their life*



Feedback category	Participant comments and/or recommendations
Goal 8	<ul style="list-style-type: none"> • Change from present to future tense (i.e. "encourage the community to be healthy, active and engaged" or "our community is committed to a healthy, active and engaged lifestyle") • Opportunity to rationalise goals '6' and '8' a little more • Add a fourth strategy: "to facilitate an active and healthy community, we need active transport solutions throughout the area" • Should include 'engaging with the environment' • Include reference to education
Strategy A	<ul style="list-style-type: none"> • Add 'accessible' to strategy 'a' • If everything is 'maintained' we won't have natural bush; rather, in this instance, we should have 'accessible natural space' (e.g. Through redeveloped bush trails that minimise impact on the environment) • To strategy 'a', add "to those of all abilities"
Strategy B	<ul style="list-style-type: none"> • Terms (e.g. 'Encourage') need to be more definitive • Use the term 'provide' and/or 'deliver and provide' instead of 'encourage'
Strategy C	<ul style="list-style-type: none"> • Terms (e.g. 'Encourage') need to be more definitive • Use the term 'provide' and/or 'deliver and provide' instead of 'encourage'
General	<ul style="list-style-type: none"> • Supportive of the extra detail in this goal/strategies, as well as the focus on outdoor activities • It is about maintaining our 'local DNA' • General support for the goal/strategies delivering on vision • Should also provide community spaces for creative artists (e.g. Painting, sculpture, music), especially as the arts help open up conversations around inclusion, connection and identity • Playgrounds, sports facilities and other developments need to better take into consideration the needs of people using them (not just the 'squeaky wheels') • This could include the provision of footpaths, shared paths, safe cycle ways, best-practice on-road cycling infrastructure that connect public facilities, as well as initiatives encouraging young people to ride to school • Infrastructure needs to be safe (e.g. At schools near beaches) • Include facilities for people with disabilities, as well as a wide range of age groups • Quality childcare centres are important, especially if we are encouraging young families to come to the area • Find balance between sporting facilities, bushland, parks and other green spaces • Activities need to be affordable in order to be inclusive • Explore opportunities to align with state/federal plans (e.g. Using department of education schools for recreational activities) • Need artificial turf to prevent sporting fields from being closed due to rain • Our natural environment must be preserved as part of supporting

KJA 20

	<p>our lifestyle and values</p> <ul style="list-style-type: none"> Consider day and night activities Need to actively retain what we have (e.g. Golf clubs) Spaces need to be well distributed and have multiple purposes Need to set aside sufficient open space (e.g. Pocket parks and regional parks) and connect green spaces As in the case of previous goals/strategies, it was recommended that planning decisions and the factors contributing to those decisions be reported back to the community and that all minority and sporting groups be consulted where relevant
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1.7 Community & Belonging



Goal 9) Northern Beaches culture is stimulated through the arts and a variety of cultural and creative events

- Strategy a) Support local artists and creative groups to access facilities and networks and meet cultural and artistic needs of the community
- Strategy b) Expand cultural activities, events and creative opportunities, including safe nightlife opportunities across the area
- Strategy c) Provide more events and opportunities for young people to socialise in formal and informal ways

Feedback category	Participant comments and/or recommendations
Goal 9	<ul style="list-style-type: none"> Add 'inclusive', 'connected' and specific reference to 'facilities' Include more on events in strategies
Strategy A	<ul style="list-style-type: none"> Strategy 'a' needs to be cost-effective For strategy 'a', clarify what the community's needs are Use stronger words, rather than 'support' Clarify what is meant by 'community' in strategy 'a'
Strategy B	<ul style="list-style-type: none"> Add reference to 'youth' as they need to be addressed in strategies, partly to give them something to do (e.g. Providing discounted council spaces/facilities for under 18s to use for creative purposes, blue light discos, night life etc.)



	<ul style="list-style-type: none"> • Strategy 'b' should be expanded to day activities and to mentally-stimulating community events and groups
Strategy C	<ul style="list-style-type: none"> • Specify 'safe' in strategy 'c', including safe transport options (e.g. Well-lit pedestrian routes) within and out of the northern beaches • Expand strategy 'c' or add a fourth point to extend beyond young people (e.g. Symphonies, plays for older people) • In strategy 'c', provide clarity around distinction between under 18 youth activities and those activities provided for younger kids • Strategy 'c' needs more work
General	<ul style="list-style-type: none"> • General support for goal/strategies, including that it delivers on the vision • View that there is a good artists culture across the northern beaches • Support for aim to retain young people as many are leaving the northern beaches • Support for safe night life for teenagers; "I agree. I have teenagers. I personally think it's fantastic. There is not enough for young people", "kids have to leave for employment and don't bother coming back until the end of the day" • Support for providing opportunities and places for artists, musicians and creatives • Agreement that there is an opportunity for Sydney to improve its night life, in comparison to Europe and Asia • It was noted that Manly theatre is currently closed • Artists should not be given handouts • Evening activities in Manly could be extended across the northern beaches • It is important to teach creative crafts to the younger generation • Connection to community is important • Mixed views about how much work needs to be done, with some stating that lots needs to be done while others believe the northern beaches is already doing fairly well in this area and that the goal has already been delivered • Mixed views about whether council should assist artists, with majority suggesting council should • View that arts and culture are important but should be prioritised based on population size • Northern Beaches are short on cultural spaces; view that drive to build apartment blocks has removed such spaces and opportunities • Much more work will have to be done to achieve this goal • Better communication required overall (i.e. Promoting what already exists and motivating people to attend) • Libraries, which are part of the solution, need upgrading and self-service functionality • Some suggested the Northern Beaches were in more need of sporting/outdoor facilities • Safe creative places need to be distributed across the Northern Beaches as transport is an issue • Tap into existing networks and provide networking opportunities (e.g. Explore groups in colleges/schools that focus on art)

KJA 22



	<ul style="list-style-type: none"> • Need to support local business • Need more networking, meeting places and general support for cultural activities • Local artists could be used in centre designs • Support should be expanded to other cultural groups (e.g. High tech gaming, graphic arts, fine art, dance, theatre, music, craft) as well as to sports and academic groups • There are not enough venues for music and performing arts • Should have free buskers and street theatre • Music and theatre outdoors brings people together (e.g. Concerts at the beach) • Bring back the 'band stand' • Yoga is an example of an activity that is delivering on this goal • Need versatile spaces that can be used at daytime and at night • Festivals would help deliver on goal • Should be inclusive of all people (i.e. Different nationalities, backgrounds, people with disabilities, aged etc.) • Include aged people when targeting activities; the whole community should be welcome to events and to participating • Creative spaces should be well run with free and varied events proactively organised by council (e.g. Schedule for all community spaces, incl. Playgrounds, exhibition spaces, pop-up spaces etc.) • Art galleries should be of more interest to children and should be freely accessible • Link culture and environment • Leverage Sydney events (e.g. Vivid in Northern Beaches) • Connect with businesses and community groups as part of the solution, simplifying the process for these groups to get involved
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Goal 10) Our community feels safe and supported

- *Strategy a) Enable our community to feel safe and supported through the provision of quality services*
- *Strategy b) Promote social inclusion through neighbourhood programmes*
- *Strategy c) Build stronger communities where neighbours know and support each other*

Feedback category	Participant comments and/or recommendations
Goal 10	<ul style="list-style-type: none"> • Define what is meant by a 'safe community' • Should include childcare
Strategy A	<ul style="list-style-type: none"> • Define 'quality services' in more detail • In strategy 'a', provide more specific detail about council's role in facilitating a safe community (e.g. Through policing, lighting, accessibility)
Strategy B	<ul style="list-style-type: none"> • Clarify in strategy 'b' that it is the community, not just council, providing these services
Strategy C	<ul style="list-style-type: none"> • In terms of strategy 'c', communication (e.g. Of relevant statistics) will help build community trust and sense of safety • In relation to strategy 'c', it was suggested current building designs do not encourage people to know their neighbours, which makes it difficult for older people in community to get to know younger



	people entering the community
General	<ul style="list-style-type: none"> • There are issues with families across different demographics • Support for improving safety and for the importance of communal spaces and services; "people want to feel safe" • Challenge in that some communities are permeate • Suggested that it is particularly important to keep young teenagers safe • Expressed pride for how inclusive the community is and how well people stand up for each other • Others suggested that there had been good improvements in this area over time • Acknowledgement that "we are a white Australia bubble compared to other parts of Sydney" • This is an important goal, especially as society is changing • "We need youngsters getting together to make it all bounce"; they need things to do (sport is currently well provided for) • Good design can help prevent crime • Support for the emphasis on encouraging volunteering (i.e. Neighbourhood programmes) • Some families don't feel the need to connect (they're time poor e.g. Working); "people are just interested in their own little world"; therefore, need to ask the community what they really want • Consider which community spaces, facilities and services need to be 'remade' to improve safety (e.g. Parks and community facilities) • Provide facilities to assist homeless and drug users (e.g. Meals on wheels) but consider safety concerns of positioning where children walk past • Improved lighting, including street lighting and a contact person to inform when a streetlight goes out • Need more family-friendly, intergenerational events • Alcohol free zones • Council should identify people with special needs (e.g. The injured or elderly) and advocate for/facilitate improved services provided by the community for these people • Hot spots in Dee Why and Manly need work • There is an opportunity to link these goals with the state government's efforts to keep schools safe • Environment design can contribute to safety and help prevent crime • Consider affordability • Explore partnership opportunities for security, including in schools and in other places with children • Proactive, scheduled community meet and greets (e.g. "meet your street") • Council community safety officers • Assess development applications for safe design and rethinking planning approvals • Community youth halls • Consider opportunities for connecting early childhood groups with the elderly, as well as other community supervision services

KJA 24



	<ul style="list-style-type: none"> • Use planning instruments to encourage social cohesiveness (e.g. Placing childcare next door to defence housing) • There is not much for kids to do except sport; provide more local opportunities for cultural activities (e.g. Computer gaming, tech and music practice spaces) • Educate residents and service providers of what council already offers in this space and increase visibility of these services (e.g. Community buses) • Work with RFS and SES on safety programs • Include environment design principles as part of safety considerations • Promote social inclusion through purpose-made focus groups
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Goal 11) Our community is open and friendly, providing social and cultural opportunities for everyone

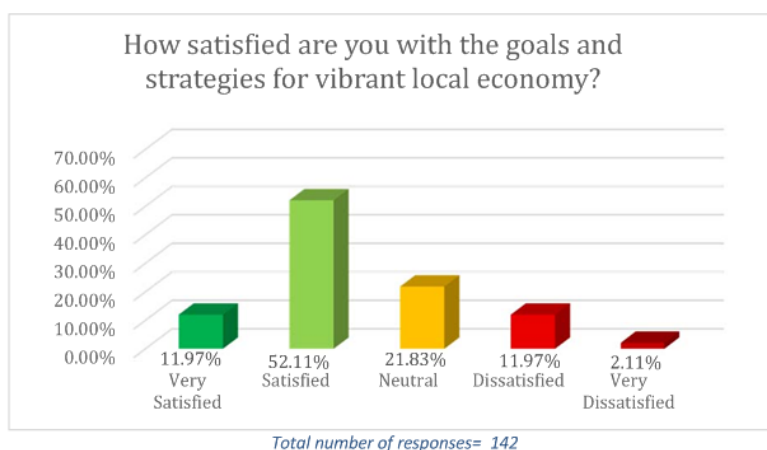
- *Strategy a) Facilitate a strong sense of community by encouraging community groups and volunteer opportunities*
- *Strategy b) Enable all people - irrespective of age, gender, identity, sexual orientation, social economic status, mobility or cultural background – to participate in community life by breaking down institutional and social barriers*

Feedback category	Participant comments and/or recommendations
Goal 11	<ul style="list-style-type: none"> • Use the terms 'inclusive' and 'accepting' • Need more on accessibility, including for the ageing community
Strategy B	<ul style="list-style-type: none"> • For strategy 'b', add 'visitors' • Remove 'institutional' from strategy 'b' • Strategy 'b' described by some participants as 'pie in the sky' language • Clarify who is responsible for 'facilitating' or 'enabling', as the strategies suggest (i.e. In strategy 'b', add 'council will facilitate an environment where all people can... Irrespective of...') • In strategy 'b', add reference to 'religious'
General	<ul style="list-style-type: none"> • Delivers well on vision • Diversity is only going to increase • Suggestion that the hospital will change the demographics of the area • Housing affordability drives diversity • Should recognise some people like to keep to themselves • Recognition that the Northern Beaches is very mono-cultural • Harmony Day, which is integrated across all schools, is an example of this • Provide a list of volunteer opportunities to the community • Council to help promote local charities and to provide discounted facilities for their fundraisers • Maintain and increase number of recreational facilities • Council should create opportunities for people to respond to; it should not all be the individual's responsibility • Is this goal/strategies measurable? • Suggestion that council should cross-check all it does against the



	<p>diverse groups identified in strategy 'b'</p> <ul style="list-style-type: none"> • Make use of existing clubs as way of bringing people together • Time poor people makes volunteering difficult (more volunteer opportunities outside of business hours may help engage these people) • Educating one's self is the responsibility of the individual • Provide parks and playgrounds that are appropriate for people with a disability • Affordable cultural events would create opportunities to learn about others • Look for best practice from other Australian councils • Consider how council can better support and promote what it is doing and what the community is already doing (Manly Daily may be part of this approach) • Australia Day is an opportunity to welcome all cultures and celebrate the indigenous culture • Recognise the need for different approaches with different groups or communities and encourage vocal people to participate
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1.8 Vibrant Local Economy



12) Our businesses are well-connected and thrive in an environment that supports innovation and economic growth

- Strategy a) Ensure that employment lands are retained and cater for a diverse range of businesses and industry
- Strategy b) Improve access for businesses to information, incentive programs and enterprise support
- Strategy c) Facilitate innovative environments where start-up businesses, entrepreneurs and innovators are supported and connected
- Strategy d) Support networks that are responsive to the evolving needs of the business community on the Northern Beaches

Feedback category	Participant comments and/or recommendations
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KJA 26



Goal 12	<ul style="list-style-type: none"> • Clarity required around what well-connected businesses means • View that link between goal and vision is lacking because the vision doesn't mention 'growth' • Add "in partnership with state government"
Strategy A	<ul style="list-style-type: none"> • Support for goal and strategies, particularly strategy 'a' • In strategy 'a', change the term 'employment' to 'commercial' lands
Strategy C	<ul style="list-style-type: none"> • Strategy 'c' should read "facilitate innovative environments and hubs"; suggestion that they are like "business nurseries"
Strategy D	<ul style="list-style-type: none"> • In strategy 'd', support networks should include technological networks
General	<ul style="list-style-type: none"> • Small rented spaces will be helpful for small IT companies • Important because the Northern Beaches is losing people to other areas due to the high cost of living and the shortage of jobs; most jobs are in services, which don't pay well • Suggestion that the younger generations want to work for themselves and that it is difficult to find people willing to work local low-paying jobs • It is expensive for businesses to operate in the Northern Beaches (e.g. High price of land) • Environments should include shared spaces, meeting rooms and access to quality IT • Cutting red tape will allow businesses to expand • Talk with stakeholders throughout process • Speed up master planning for Brookvale • Add green spaces in the industrial zones • Provide housing for workers • State government growth planning will play a part • Transport and links to the city are also part of the solution • Encourage local business with grants and incentives • Opportunity for innovation in shopping centres • Retain larger businesses and encourage them to provide comparable jobs (incl. Salaries) to those in the CBD • Create more opportunities for the creative industries (e.g. TAFEs in Frenchs Forest) • Council could play a role in joining 'commercial' lands together and/or in increasing density of existing industrial lands • Suggestion that residential and business areas don't work well together (e.g. Some businesses need roads that don't impact residents) • Need to retain local workers with technical and/or manufacturing skills • Support local, specialist IT businesses that could provide the support required for people to work from home; this would reduce strain on infrastructure and transport networks • Develop programs to assist children and others in aligning their skills with business start-ups or develop industries around the skills that exist in any given area • Any work in this area needs to be adaptable and innovative • Develop retail/shopping centres

KJA 27



	<ul style="list-style-type: none"> • Preference indicated for semi-clean industrial sites, not heavy industrial • Zoning for different industries should be carefully planned and retained • Council should act on behalf of businesses • Education facilities are good for local jobs and the local economy • Work areas should be pleasant to go to (incl. Aesthetically) and built with sustainable designs • Revitalise and modernise commercial areas • Encourage tourism • Businesses need to be attracted, supported and sustained through active support systems
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Goal 13) Our local economy provides a range of employment and education opportunities to match the skills and needs of the population

- *Strategy a) Facilitate new higher education and vocational training opportunities on the Northern Beaches*
- *Strategy b) Facilitate and promote flexible work options that can reduce the need for daily commuting (e.g. telecommuting, Smart Work Hubs)*
- *Strategy c) Attract knowledge based industries to meet the skills and aspirations of residents and growth (e.g. Northern Beaches Hospital)*
- *Strategy d) Expand employment, training and education opportunities for young people and people experiencing social disadvantage*

Feedback category	Participant comments and/or recommendations
Goal 13	<ul style="list-style-type: none"> • For the goal, include 'diverse' before 'range of' - a diverse range of courses should be offered (incl. Trades)
Strategy A	<ul style="list-style-type: none"> • Strategy 'a' needs to include a diverse range of employment choices • Strategy 'a' term, 'facilitate', should be changed to stronger language (i.e. 'Prioritise and ensure')
Strategy C	<ul style="list-style-type: none"> • Define 'growth' more clearly
Strategy D	<ul style="list-style-type: none"> • Strategy 'd' should be expanded to include seniors and those experiencing social disadvantage
General	<ul style="list-style-type: none"> • Support for goal and strategies, including suggestion that they are comprehensive • Suggestion that we currently have a good range of professions/job opportunities on the Northern Beaches • Young people are currently isolated from higher education, with poor transport connections • Suggestion that there are insufficient courses or spaces in local community colleges • Perception by some that government is not prepared to spend the money in this area • Men's sheds are an example of this • Skill-based training could be offered by local businesses and by retired people • TAFEs should be encouraged and should include a greater variety of courses • A university campus is needed in the Northern Beaches



	<ul style="list-style-type: none"> Local jobs and apprenticeships should match the skills and educational opportunities of the area Suggestion that these strategies should consider both secondary and tertiary education facilities, and that the former are overcrowded Consider role existing work hubs could play in education opportunities This goal is closely linked with housing and transport strategies Council has advocacy role to play (e.g. In preventing TAFEs from closing down); its ability to work with state government to deliver on these goals should be strengthened Technology needs to support local education (e.g. NBN high speed internet) Council can lead by example by encouraging 'home working networks' and/or 'rent-a-desks' in community spaces Flexible work culture is determined by employers, not by council We should consider what skills would be required in the future that aren't required now and provide training for them
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Goal 14) Our local businesses create a diverse range of opportunities for work, education, leisure, and social life

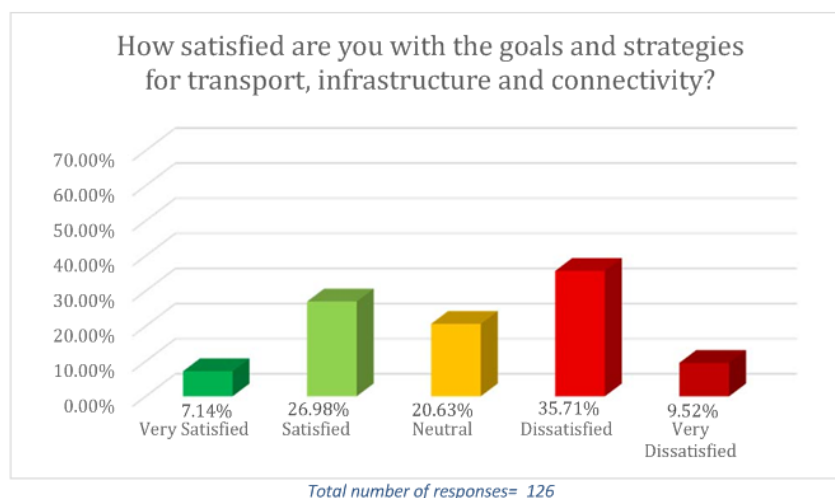
- Strategy a) Promote Northern Beaches as an attractive place to establish a business
- Strategy b) Provide for diversified job growth and create industry clusters in our villages, Strategic and District Centres
- Strategy c) Facilitate active and safe urban environments through increased economic activity and in keeping with local character
- Strategy d) Enhance and extend opportunities for a sustainable tourist economy throughout the area

Feedback category	Participant comments and/or recommendations
Goal 14	<ul style="list-style-type: none"> In the goal, add 'our local businesses should or may...' In the goal, add 'we support our local businesses...'
Strategy A	<ul style="list-style-type: none"> Suggestion that 'strategy a' captured the crux of it For strategy 'a', add '...business that employs local community'
Strategy B	<ul style="list-style-type: none"> Preference for term 'business' rather than 'industry'
Strategy C	<ul style="list-style-type: none"> In strategy 'c', supportive of 'in keeping with local character' as villages need to be maintained even with economic growth
General	<ul style="list-style-type: none"> External factors are beyond council control (i.e. Economic forces) Suggestion that Manly plays an important role in tourism as an entry point to the area To deliver on strategy 'd', we could establish a local environment centre in Manly to explain the natural environment to tourists Promotion of tourism needs to be supported by better infrastructure so that we can cope with increased demand, incl. Transport, accommodation and the cost of rent (particularly north of Manly) Could council provide incentives for new businesses? Provide education, smart hubs, employment for people with disabilities



	<ul style="list-style-type: none"> • How much area are we going to allocate to tourism? • Villages/clusters should be 'called out' • Explore public/private partnerships • Suggestion that transport and housing goals are priorities, over local economy goals • Working areas need to be appealing to go to each day • Some participants in Forestville were unsure about industry clusters in villages
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1.9 Transport, Infrastructure & Connectivity



Goal 15) Our community is sustainably connected via various transport means to work, education, and leisure opportunities across Sydney

- Strategy a) Facilitate and promote safe transport options that reduce car based commuter travel
- Strategy b) Improve transport options to broader Sydney (beyond CBD), especially along the East/West transport corridor

Feedback category	Participant comments and/or recommendations
Goal 15	<ul style="list-style-type: none"> • The goal should clarify that aim is to fix and improve transport across the region, not to promote density and growth • In relation to the goal, the community should not just be 'sustainably' connected but also 'conveniently' connected • Make specific reference to 'public' transport • Transport for tourism should be captured in these strategies • Council needs to lobby and partner with State Government on behalf of community; more on this advocacy role should be include in strategies • One Mona Vale table suggested that the goal and strategies and terminology were not bold enough; that they should consider transport connections with rest of Sydney, including mass transit • Include 'innovation' in goal/strategies

KJA 30



Strategy A	<ul style="list-style-type: none"> In strategy 'a', add 'significantly'
Strategy B	<ul style="list-style-type: none"> One table suggested using the term 'Greater Sydney' instead of 'beyond CBD', while another suggested the statement should be more specific about where improvements need to occur
General	<ul style="list-style-type: none"> General support for goal and strategies, including the need for transport improvements and the focus on transport outside of the CBD However, one table suggested we should focus on all directions (don't focus on east-west when north-south still needs work too), including local roads and bus networks Recognition that transport has been improving Suggestion that land release (e.g. In Ingleside) will impact detrimentally on transport (public and by road) There are seasonal issues with traffic volumes Agreement that connections within and beyond the Northern Beaches is an issue Heavy traffic (both car and public transport) in the mornings is an issue Suggested at Forestville workshop that the responsibility for transport falls to RMS and that Council and the community can only advocate Recognition that school pick-ups and Saturday shopping cause traffic, not just weekday commuters The Manly 'hop, skip, jump' bus services have been very successful and should be expanded to other areas throughout the Northern Beaches Transport solutions, including those outside the Northern Beaches, should include active solutions (e.g. Cycling lanes) Transport needs to be affordable Recognise that transport means people coming in to Northern Beaches, as well as locals travelling out of the area Council needs to advocate for train north of new hospital (i.e. Linking to Chatswood line) Good public transport to major Sydney universities is important Spit Bridge is an issue Consider a beach-based transport network Consider role mini buses and commuter parking areas could play Transport ramifications should be considered when planning infrastructure and new developments Go further by envisioning technology change and considering how we can support that change (e.g. Autonomous vehicles) A Dee Why table suggested that the public's preference for car based transport over public transport should be acknowledged by Council Suggestion that there shouldn't be so much focus on the south bus line We need data and information on how we have improved over time Alternative travel routes should be available in each direction, including multiple ways to travel and back-up options should you miss one or should one be late

KJA 31



	<ul style="list-style-type: none"> • Improve ferry connections to Manly • Mixed views on B line; suggested at one table that it was a tokenistic offering from State to keep the community quiet, while a table at a different session suggested it should be expanded to more than one lane • Need to improve transport without filling up increased capacity with new development • Support car sharing and electric vehicles where viable • Cyber safety is important if free Wi-Fi is supplied on public transport • Suggestion that Northern suburbs of Perth are a good example of suburban transport • Could Council initiate a transport strategy that the State could accept and implement? • Could buses drive onto train tracks? • Suggestion that we are in critical need of Mona Vale Road upgrade • Minimise local disruption • Improve local intersections • Conduct traffic flow modelling • Advocate for more frequent buses • Ensure bus stops are safe • Underground rail • Suggestion that people will use public transport if it is safe, frequent and reliable • Use technical method and cutting edge technology to improve transport • Private services may form part of the solution (i.e. Joint ventures and/or business-owned buses) • Support for more 'after hours' transport • Bigger roads still need to be environmentally friendly
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Goal 16) Our community and visitors are able to easily access and enjoy the diverse villages and places within the Northern Beaches

- *Strategy a) Improve public and active transport options and connectivity to better meet the community's needs for travel within the area*
- *Strategy b) Facilitate and promote cycling and walking as safe and convenient transport options*
- *Strategy c) Improve parking options in centres, villages and places*
- *Strategy d) Deliver and maintain assets and infrastructure*



Feedback category	Participant comments and/or recommendations
Goal 16	<ul style="list-style-type: none"> Suggestion that 'as directed by the community' should be included Include the words 'to better meet the community's needs'
Strategy A	<ul style="list-style-type: none"> For strategy 'a', add 'visitors'
Strategy B	<ul style="list-style-type: none"> Strategy 'b' should include active transport solutions for children travelling to school (i.e. Suitable infrastructure within 3km radius of schools and initiatives such as Ride2School) Wording around safety in strategy 'b' should be stronger and more aspirational (i.e. 'Insert' safe routes) Recognise that strategy 'b' related to a mix of users (e.g. Cyclists, joggers, walkers, kids, people with prams or wheelchairs)
Strategy C	<ul style="list-style-type: none"> One table in Manly pointed out that strategy 'c' would not be necessary if public transport was sufficiently effective. Another table suggested that the strategy contradicted the emphasis on public transport in other strategies Support for term 'improve' in relation to parking, as that does not necessarily mean more parking Strategy 'c' should include public places for electric cars to recharge For strategy 'c', provide parking where there are anticipated to be pressure points in the future In strategy 'c', include mention of shuttle services for access to centres and major events, to help ease parking issues Extend strategy 'c' to include parking for cars, bicycles and other forms of transport In strategy 'c', clarify what is meant by 'parking options'
Strategy D	<ul style="list-style-type: none"> One table suggested that the emphasis in strategy 'd' should be on infrastructure 'Accessibility' should be incorporated into strategy 'd' (e.g. Accessible infrastructure for people with a disability) Suggestion by table in Forestville that strategy 'd' was too vague; that it was 'a given'; and that the focus should instead be on delivering and maintaining those assets and infrastructure that are highly utilised and 'wanted'
General	<ul style="list-style-type: none"> Support for goal but table in Manly questioned whether it should include longer-term thinking Suggestion that transport is a major problem, with impacts on quality of life and locals' connections with Sydney Suggestion that density is a contributing factor to the transport problem Public transport perceived as including, for example, trains and light rail Participants suggested that there is not one solution to transport, nor that one solution would be applicable across the whole LGA Some Manly participants suggested that conversations around transport should continue outside of these sessions Participants generally agreed that there was a need for better transport options Separate pedestrian pathways and cycle ways for safety (i.e. People travelling at different speeds)

KJA 33



	<ul style="list-style-type: none"> • Education is also part of improving safety for cyclists • Suggestion that tourists should be able to purchase Opal cards on buses or ferries • Should keep in mind that there are two peak hours, one for 'tradies' and one for 'professionals' • Affordability should be considered • In relation to cycle ways, a table in Dee Why advised against cycle ways near parked cars and suggested that marked cycle ways did not improve safety • Analyse parking (i.e. Where are people parking and why?) • Council should tell state government what we need, as we know our issues, strengths and weaknesses best • Increase in parking should not be at the cost of existing community spaces (e.g. Berry Reserve) • Transport hubs and park and ride facilities (i.e. Commuter parking) should form a key part of future transport • One table acknowledged challenge with commuter parking in that residents don't want it in their area • Suggestion that San Francisco is a good best-practice example with similar geographical challenges (i.e. Remove timetables) • Focus more on linking up cycle ways and footpaths • Consider traffic light timing • Bike pick up and drop off points • Residents should receive priority parking access • Access is a big issue
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Goal 17) Our community and visitors are able to easily connect and communicate through reliable communication technologies

- *Strategy a) Provide public spaces that are connected through communications and Wi-Fi technologies*
- *Strategy b) Facilitate business-friendly environments that are supported by digital and physical communications infrastructure*

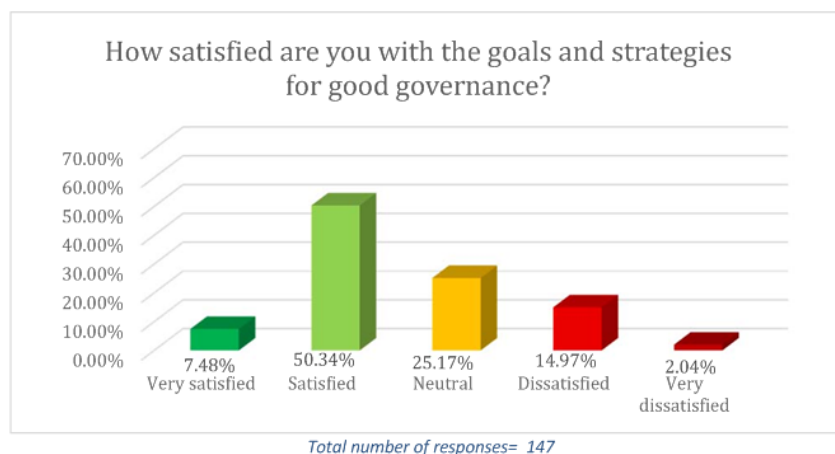
Feedback category	Participant comments and/or recommendations
Goal 17	<ul style="list-style-type: none"> • Some confusion on Manly table about this goal • Participants across the sessions suggested that this goal/strategies should include more on the role of communication in travel (e.g. More information on how to use public transport, as well as technology that allows people at bus stops to know where buses are and if they are full, similar to services in London) • This goal/strategies should be expanded to include improved connections for private spaces (i.e. Consistent telecommunication connections for all residents in all places)
Strategy A	<ul style="list-style-type: none"> • Support for strategy 'a', as there is a huge demand for free or low cost, secure and private connections • Change the word 'Wi-Fi', as this may change in future
Strategy B	<ul style="list-style-type: none"> • Support for strategy 'b', including for tourism spaces like manly • In strategy 'b', add 'people-friendly' • Strategy 'b' should focus on benefitting small business

KJA 34



General	<ul style="list-style-type: none"> • General support for the goal, if it can be achieved • View that this goal, if achieved, would help reduce car-based transport • Support for digital connectivity in public spaces, both indoor and outdoor • Suggestion by Forestville table that the Northern Beaches is a wealthy area and so we have the resources to be ambitious in our targets around this goal • Replace paper handouts with electronic information (e.g. Public digital screens/boards) • Participants at Dee Why questioned whether working from home is viable with the current quality of internet connections; what role will the NBN play? • Council would need to work with state government to help deliver this goal (e.g. Around the concept of 'smart cities') • Suggestion that meeting places should include physical spaces as well as support for video-conferencing technologies • Council should not approve commercial development if the infrastructure is not there to support it; this infrastructure should be provided as a matter of urgency • Include libraries as part of the approach to connecting people • Visitors should have access to physical phone booths • Better public/private partnerships required to achieve better Wi-Fi in public places • Also support communication with your neighbour, not just via technology • Help people to learn how to use these technologies • Requires holistic planning approach, considering all of the LGA
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1.10 Good Governance





Goal 18) A transparent Council that is trusted to make decisions on behalf of the community

- *Strategy a) Demonstrate a high standard of transparency and accountability*
- *Strategy b) Provide regular, honest and transparent reporting of decisions*
- *Strategy c) Ensure decisions and transactions are ethical, efficient and equitable*

Feedback category	Participant comments and/or recommendations
Goal 18	<ul style="list-style-type: none"> • To the goal, add '...that reflect the values and expectations of the community they represent' • For the goal/strategies, add 'truly' transparent • For the goal, preference by table at Mona Vale for 'with the community' rather than 'on behalf of the community' • Preference at table in Forestville for goal to be extended to include State Government • Include reference to evaluating decisions and reporting back to the community (i.e. Weekly updates), including on projects and milestones • This goal/strategies does not adequately address the risk associated with factions within Council • Strategies under this goal need to be broader • View that this goal/strategies is mandatory for Council; that they are stating the obvious and are a legal requirement. This goal/strategies should be clearer and more innovative in terms of how Council will improve its standard • Consider adding third goal in this category around specific standards of governance to manage the operations of councillors, including standards around transparency, independence (i.e. No invested interests) and ethical behaviour • Suggestion at table in Dee Why to add strategy 'd' that Council should work within a strong anti-corruption and legal framework • Need to improve the link between this goal/strategies and the vision
Strategy A	<ul style="list-style-type: none"> • For the goal/strategies, add 'truly' transparent • For strategy 'a', add '...with community involvement and reporting back'
Strategy B	<ul style="list-style-type: none"> • For the goal/strategies, add 'truly' transparent • For strategy 'b', add 'local accountability' or add 'Demonstrate a high standard of local accountability' as an additional strategy • For strategy 'b', add 'timely' (i.e. Information provided in advance, with time enough for the community to respond)
Strategy C	<ul style="list-style-type: none"> • Support for strategy 'c' as a principal strategy and/or goal • Suggestion by Mona Vale table that strategy 'c' include reference to Ward representation • For strategy 'c', add 'and clear'
General	<ul style="list-style-type: none"> • Strong support for the goal/strategies and the importance of the community trusting, and having faith in, its Council • Strong support from participants at Dee Why, including for the strong words used in the goal/strategies • Suggestion that Council currently uses email and social media well as information channels

KJA 36



	<ul style="list-style-type: none"> • Council should advocate for larger projects and seize opportunities to attract regional funding for these projects • Engage and involve the community in decision-making processes, including around planning and the development of strategies • Mixed views at Mona Vale about whether a precinct approach would work, with representative residents attending decision-making sessions and reporting back to their community • Factor in time-poor community members • Accountability needs to be tied to community needs, not to a political party • Table at Manly requested peer-reviewed forms of governance • Transparency is not enough • Council should consider the risk of compromising the democratic process when making a good decision • In relation to contracting out, a table at Manly was concerned that workers who are contracted out are not as accountable (e.g. Waste); advised against contracting out life guard roles • Participants at a table in Manly expressed their understanding of governance in terms of voices, procedures, processes and leadership • Transparency should extend to administrators • Council meetings should be shorter and more efficient • Information on what Council is doing should be released in advance, be easily accessible and go beyond freedom of information requirements (e.g. Project summaries, periodic reporting on goals and achievements) • Consistency in decision-making is also important • Council meetings are run well when anyone can have the opportunity to address Council • Establish a set of guidelines for ethics, conflicts-of-interest and transparency, which elected councillors are required to honour • Council's decision-making should be community-minded, not focused on developers or political parties • Council has stewardship role (incl. Environmental), which implies a high standard • Access to information on Council website should improve so that the user is not required to searching with the exact semantics • How does Council handle conflict around decision-making? • Provide regional representation so that communities are not outnumbered by those elsewhere (e.g. Item relating to a geographical area is voted on by councillors representing that area) • Make use of Facebook, social media, email and other mechanisms to increase community participation in decision-making • Improve access to councillors and to State Government members • Good governance relies on good councillors, so councillors need to be community-minded (i.e. Not have planning interests) • Elect quality councillors by reviewing process and considering paying them more money • Council to avoid only listening to 'squeaky wheel' • Accountability (i.e. For outcome) requires a level of recourse (i.e.
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KJA 37



	360 degree reporting with learnings/opportunities) <ul style="list-style-type: none"> • Aim to improve community's understanding of what council's role is • Need to consider the future as part of decision-making
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19) A Council that efficiently and effectively responds to the evolving needs of the community

- *Strategy a) Facilitate simple and consistent customer interactions through streamlined systems and processes*
- *Strategy b) Ensure the long term financial sustainability of Council and effective maintenance of assets and service delivery*
- *Strategy c) Identify and understand community service needs and satisfaction with Council*

Feedback category	Participant comments and/or recommendations
Goal 19	<ul style="list-style-type: none"> • In goal, add 'and delivers' • Add 'community consultation' to goal/strategies
Strategy A	<ul style="list-style-type: none"> • Suggestion to include, as strategy 'a', that the community's needs should be council's first priority • In strategy 'a', add reference to 'multiple channels' and 'utilising technology' • In strategy 'a', add 'appropriate' systems and processes
Strategy B	<ul style="list-style-type: none"> • In strategy 'b', add reference to acquiring new assets • A balanced approach in strategy 'b', in relation to 'financial sustainability' (i.e. Caring for the environmental may result in financial loss)
Strategy C	<ul style="list-style-type: none"> • Customer service is also about friendliness, responsiveness, effectiveness and ownership of issues, including around a resident's basic needs; include 'responsiveness' in strategy 'c' • Strategy 'c' requires clearer and stronger words (i.e. 'Identify, understand and deliver/implement...' or 'adopt and deliver...')
General	<ul style="list-style-type: none"> • Mixed views about whether the goal delivered on the vision • Some suggested it is aspirational and delivers on the vision, while others suggested it was not specific enough and questioned whether it can be achieved • Suggestion by Manly participants that the new council has a stronger voice for making regional decisions • Support for long-term financial accountability and sustainability • Observation by participants that most local information is gathered by word of mouth • Support for retaining and protecting assets, which are very well used • New council described as 'more professional' and commended for disseminating more information to the community • Suggestion by participants at Forestville that satisfaction with council is closely linked to opportunities to be involved in its work • Key to transparency is simplified interface between the community and council, with easy access to information • Community needs stronger voice; council should proactively engage the community at every stage of a project • Concern that the needs of different communities in the LGA are different, so controls should be put in place to ensure localities are

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	<p>represented in local decision-making (e.g. Via committees)</p> <ul style="list-style-type: none"> Concerns about privatisation, including of public services, with suggestion by participants in Mona Vale that public services in area are generally better than private services Support for e-newsletters, focus groups such as this one and think tanks that help strategise for the future (e.g. We should have been advocating for the NBN years ago) Participants at Mona Vale questioned whether council is paying for Collaroy improvements since "we use their land" Concern that 'streamlined' processes can be used to "sneak things through" (e.g. Complying development) Concern that planning laws are too vague Indicated preference for innovative, two-way communication processes for online delivery of service (e.g. Chat lines, Facebook forums), as well as a face-to-face council-customer interface Recommend physical promotion of engagement processes (i.e. On banners and/or flags) not just online Case workers could be included in the community customer service strategy Council should provide regional governance by working with other councils Change in council culture - too bureaucratic Increase communication with the community
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1.11 Participation & Partnerships





Goal 20) Our community is actively engaged in decision-making processes

- *Strategy a) Establish a fair and representative engagement structure that enables a diverse community to engage in local neighbourhood matters*
- *Strategy b) Enable community members to participate in decision-making with more engagement opportunities*
- *Strategy c) Undertake innovative and adaptive community engagement*
- *Strategy d) Improve community understanding of how decisions are made for the local area*

Feedback category	Participant comments and/or recommendations
Goal 20	<ul style="list-style-type: none"> • Wording of goal/strategies should imply a continual and ongoing commitment to engagement • Define 'community' and 'community interest' • Add reference to 'stakeholders' as this can be broader than 'community' • Including wording around 'respect' • Suggestion at Dee Why to add a strategy 'e' on what we are trying to achieve through this goal • Include into strategies something on reporting, so that processes can be evaluated • Include in strategies that community should be able to veto major projects
Strategy B	<ul style="list-style-type: none"> • Suggestion at Mona Vale to replace 'enable' with 'empower' in strategy 'b' • Add 'relevant and targeted' to strategy 'b' • Suggestion in Forestville to incorporate the term 'collaboration' into strategy 'b'
Strategy C	<ul style="list-style-type: none"> • Expand strategy 'c' to include approaching disengaged and/or time-poor groups of people (e.g. Engaging young people by visiting schools and/or families at childcare centres or parks) • Strategy 'c' needs to include the term 'consultation'
Strategy D	<ul style="list-style-type: none"> • Strategy 'd' should include the opportunity for the community to provide feedback on the decision • Consider re-ordering strategies (i.e. Placing strategy 'd' up front)
General	<ul style="list-style-type: none"> • Participants were very supportive of this goal, particularly in Manly • Suggestion that the community would like to be actively engaged • Suggestion at Mona Vale that the strategies were not strong enough • Suggestion at Mona Vale that teaching governance at school would help involve people in these conversations • Participants at Dee Why acknowledged challenges, including disengagement and scepticism • Support for Council's recent engagement, including these CSP-related workshops and the 'Have Your Say' website, which some suggested should be promoted more • Participants at Forestville questioned what the benchmark was for measuring engagement • Suggestion that the Council's increased size means it is better placed to act as an advocate for the community at State, Federal and even international levels

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	<ul style="list-style-type: none"> • Transparency includes articulating process that led to the decision made (i.e. 'Closing the feedback loop'); existing community groups, committee groups and precinct committees can be part of this process • Enable comments on neighbouring DA applications, including receiving responses • As part of delivering strategy 'b', improve website navigation • Improve the community's understanding of council processes so that people know how to get involved • The administrator should remain in control • Employ a broad range of communication techniques (e.g. Face-to-face opportunities, information stalls at Council events but also social media and/or web-cast events are a way to offer flexibility while capturing people's views) • A proactive approach is required to completing this goal • Support at Manly workshop for a precinct approach to engagement • Suggestion at Dee Why to implement ideas presented by young people to prove that the community listens to them • Ensure diversity through engagement, including all abilities, cultural backgrounds, language speakers and those who are struggling • Information should be 'pitched' to the community (e.g. By video) with time for people to digest before they provide comment • Engage early on in any given process • Provide updates through less formal channels (e.g. Development Application updates via Facebook and/or email) • Innovate in this space (e.g. Providing materials in common language, not technical speak) • Support for unbiased, new-democracy processes that include random selection of participants (e.g. Citizens jury)
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21) Our Northern Beaches Council builds and maintains strong partnerships and advocates effectively on behalf of the community

- *Strategy a) Develop partnerships to deliver facilities and targeted services and programs to meet community needs*
- *Strategy b) Facilitate collaboration between community groups, businesses and non-government organisations on projects and programs*
- *Strategy c) Understand and advocate on behalf of community needs regionally, and at State and Federal levels*

Feedback category	Participant comments and/or recommendations
Goal 21	<ul style="list-style-type: none"> • Note: much of the feedback against this goal/strategies are captured in the feedback against goal '20' • Participants in Mona Vale suggested removing 'effectively' from the goal, as it they were unsure how one would measure the effectiveness of advocacy
Strategy A	<ul style="list-style-type: none"> • Partnerships need to be transparent • Clarify who are involved in these partnerships (i.e. Should not just be developers but also be with different levels of government etc.) • In strategy 'a', add 'proactively and 'industry'

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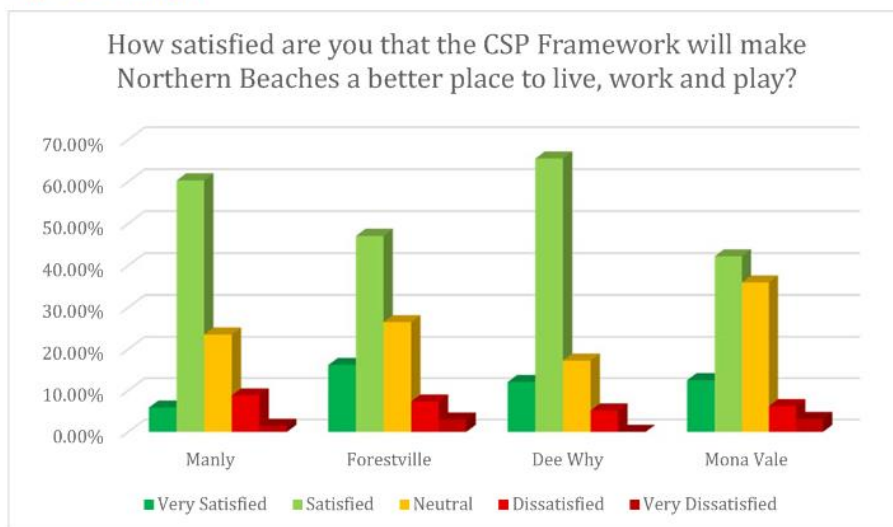


	<ul style="list-style-type: none"> In strategy 'a', change to 'deliver facilities and services targeted to community needs and, where required, develop partnerships to achieve this'
Strategy B	<ul style="list-style-type: none"> Suggestion that strategy 'b' is already being done, but must continue In strategy 'b', replace 'facilitate' with 'ensure', include the words 'government agencies' In strategy 'b', add 'identify opportunities and...' at the beginning In strategy 'b', add 'representative' before 'community groups', to
Strategy C	<ul style="list-style-type: none"> In strategy 'c', include the word 'government' In strategy 'c', could a stronger word be used than 'understand and advocate'
General	<ul style="list-style-type: none"> Support for the importance of this goal/strategies, as it is important the Council listens to, and represents, the community Recognition that Council cannot solve all problems, but that it should ensure a conversation is had to collaboratively form a solution Suggestion by Forestville participants that the community expects results from Council as an advocate Suggestion that Council does great work but needs to better sell its services Suggestion that Council, by linking better with the community, can also allow community members to advocate for themselves; this can be helped by providing grants to back passionate members of the community Opportunity to teach advocacy to all ages within the community (i.e. Through the Duke of Edenborough program) Protect against what participants at Mona Vale described as 'noisy minorities'

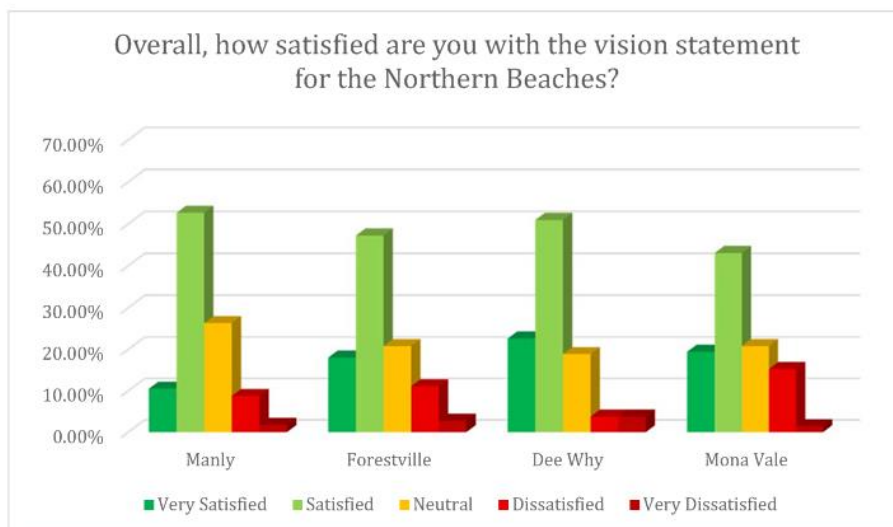


6. Satisfaction by Workshop

6.1 CSP Framework

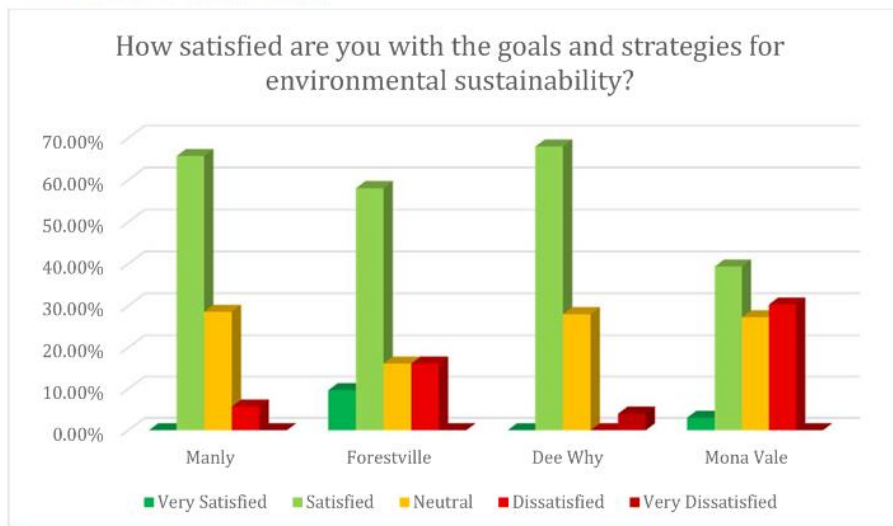


6.2 Vision

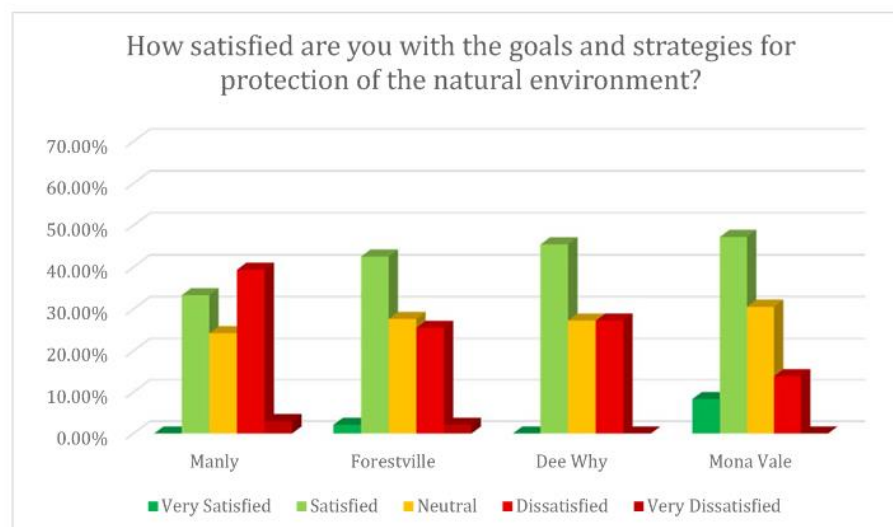




6.3 Environmental Sustainability

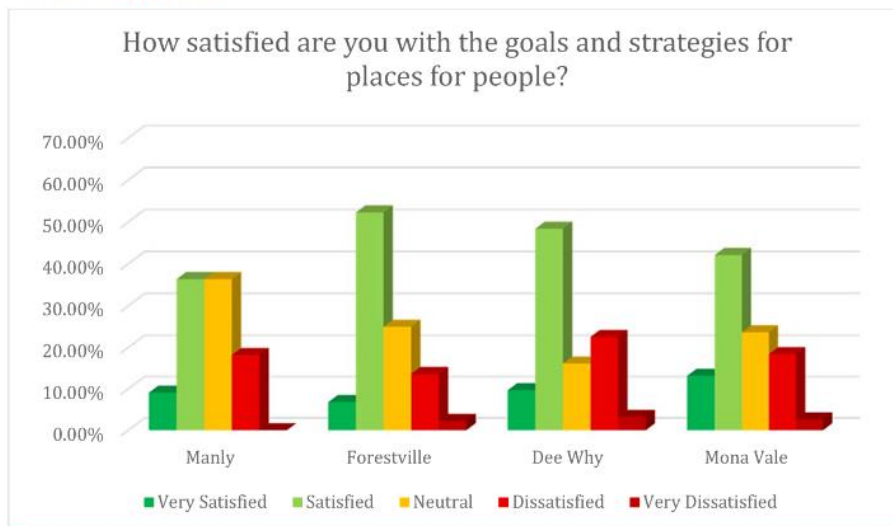


6.4 Protection of the Environment

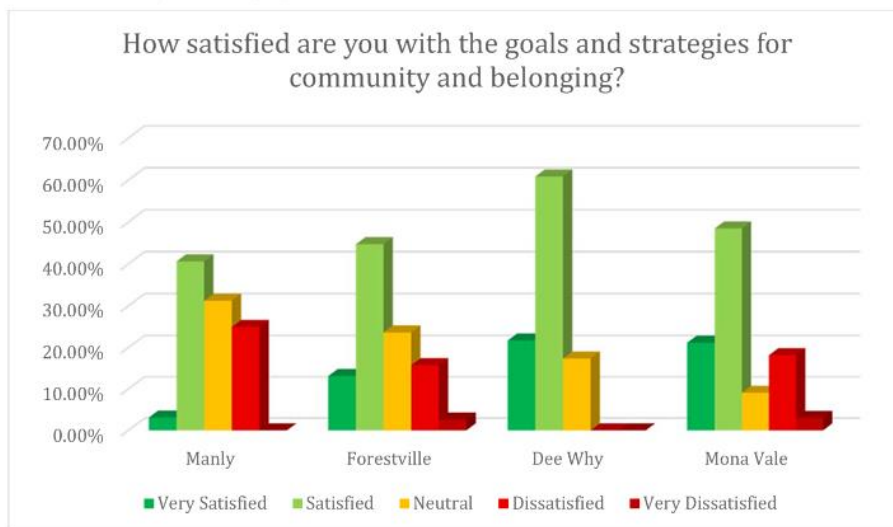




6.5 Places for People

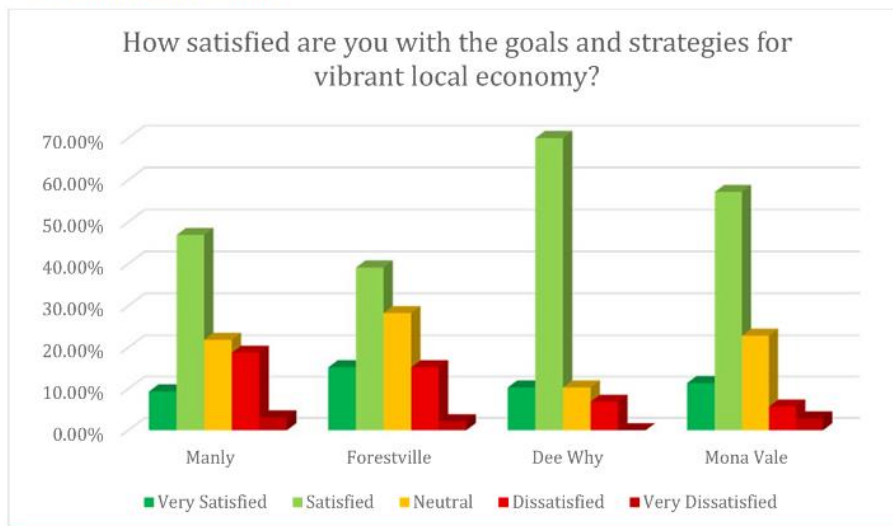


6.6 Community & Belonging

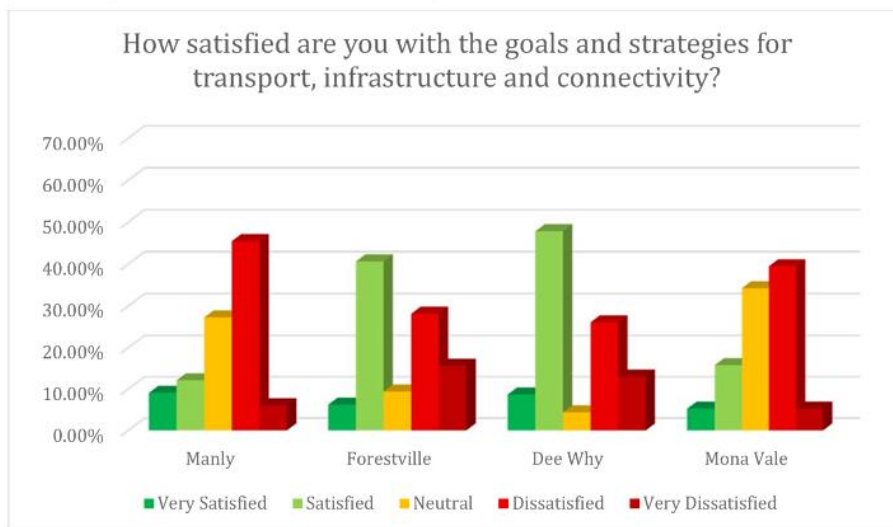




6.7 Vibrant Local Economy

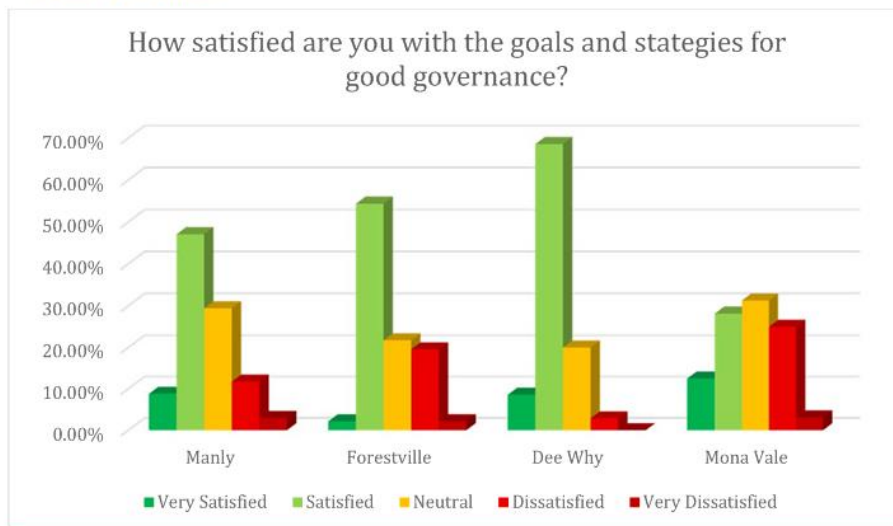


6.8 Transport, Infrastructure & Connectivity





6.9 Good Governance

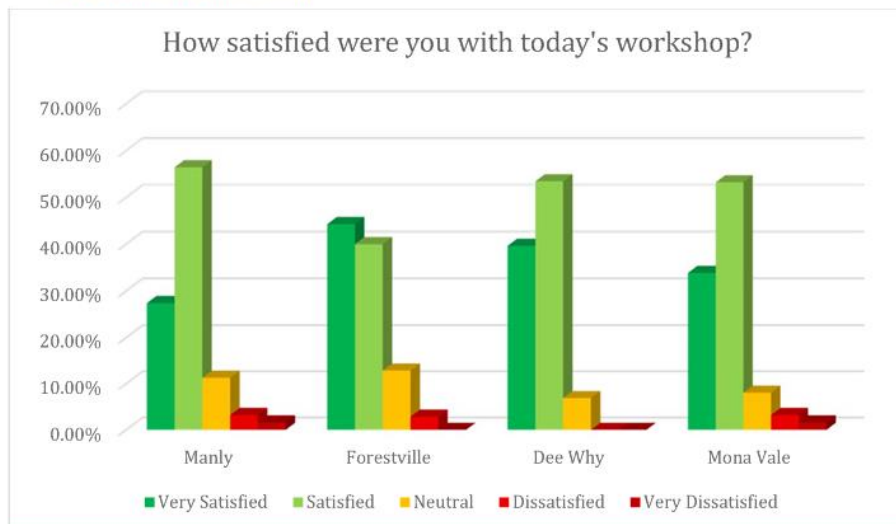


6.10 Participation & Partnerships





6.11 Workshop satisfaction

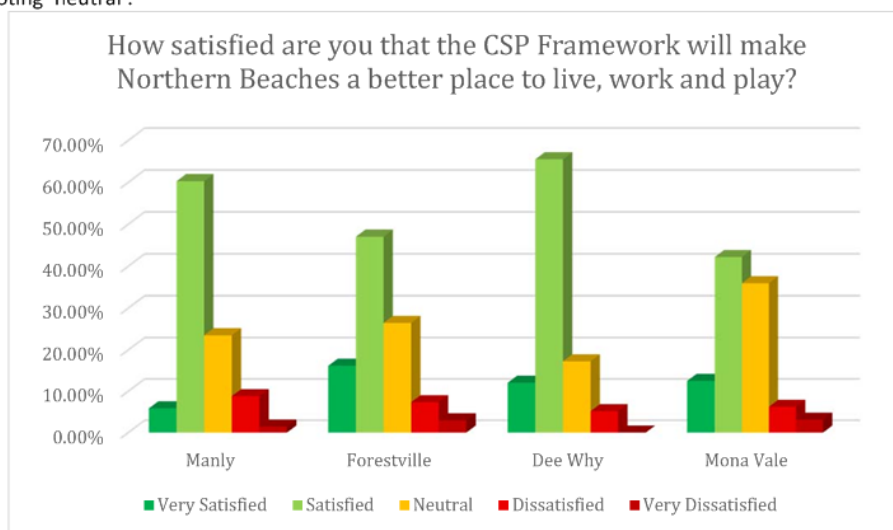




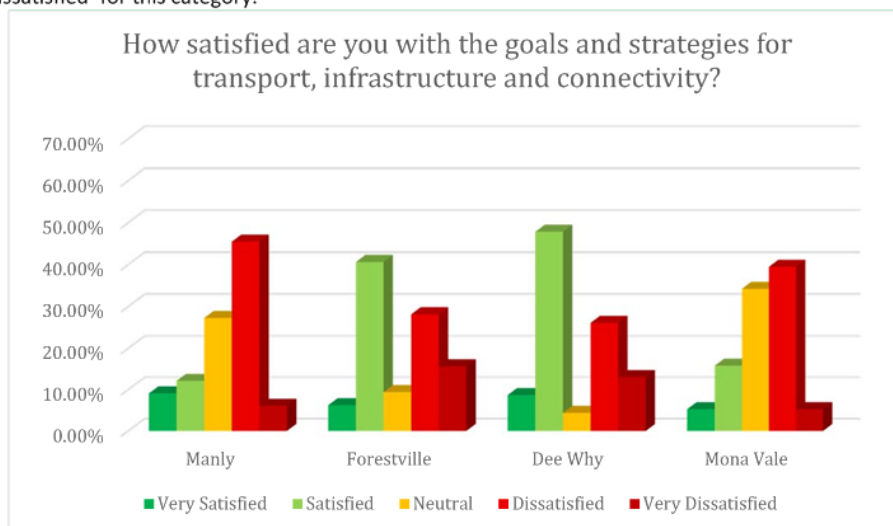
7. Satisfaction Analysis by Location

The polling data collected across the sessions revealed a number of noteworthy trends, including instances where significant differences existed in the satisfaction levels of participants in different workshops. These are outlined and illustrated in the accompanying graphs below.

Observation 1: The overall response to the CSP Framework was generally positive though participants in Mona Vale were less likely to have a strong perspective either way, with over 35% voting 'neutral'.



Observation 2: Satisfaction for Transport, Infrastructure and Connectivity was low across all workshops, with the majority of participants in Manly and Mona Vale responding with 'neutral – very dissatisfied' for this category.



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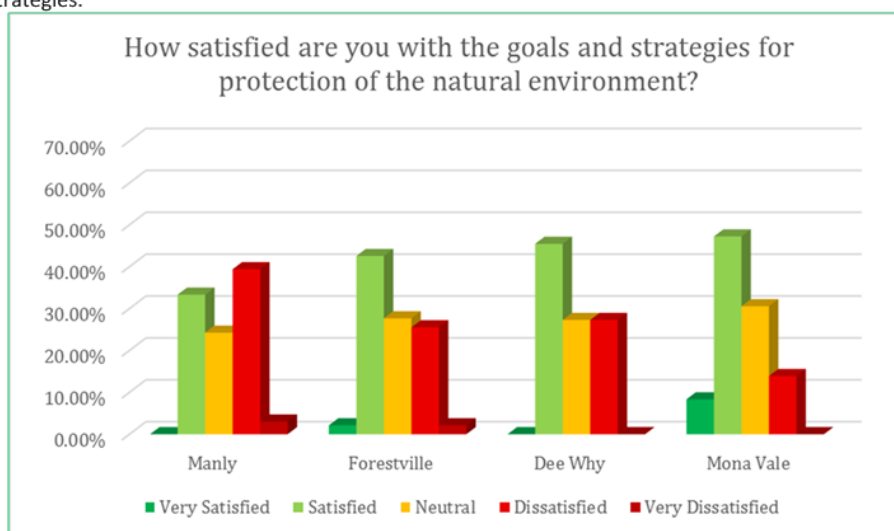


Forestville and Dee Why participants were still notably dissatisfied with the goals and strategies under this category, but were less so than participants in Manly and Mona Vale.

Why were participants dissatisfied? Participant concerns and suggestions can be captured under the following subheadings:

- *General concern* – Agreement that transport is an issue and concerns about the connection between transport and new development in the area
- *No simple solution* – Transport is a complex issue that requires continued conversation and multi-faceted solutions
- *Clarity* – Clarity needed to address confusion (e.g. around 'parking options')
- *Additions* – Make specific reference to improving traffic, active transport (e.g. cycling) and public transport (e.g. buses, ferries, trains), including making it more affordable, convenient and innovative
- *Implementation* – Council needs to take on an advocacy role when liaising with State Government about transport
- *Recommendations* – Participants made a range of recommendations, including that the goals/strategies should be more closely linked to the community's needs

Observation 3: Satisfaction for Protection of the Natural Environment was low across all workshops other than Mona Vale, where participants were generally more satisfied with the goals and strategies.



Why were participants dissatisfied? Participant concerns and suggestions can be captured under the following subheadings:

- *Additions* – Add to goals and strategies (e.g. mention of natural assets such as trees or hazards such as landslides)
- *Language* – Use stronger, more 'active' language (e.g. commitment to 'fix' or to 'drive and deliver')
- *Clarity and consistency* – Improve clarity around terms such as 'empower' and consistency



around terms such as 'built environment'

- *Balance* – Address community needs while protecting the environment
- *Implementation* – Does Council have the expertise and resources to deliver these strategies?
- *Recommendations* – Participants made a range of recommendations for how the environment could be protected

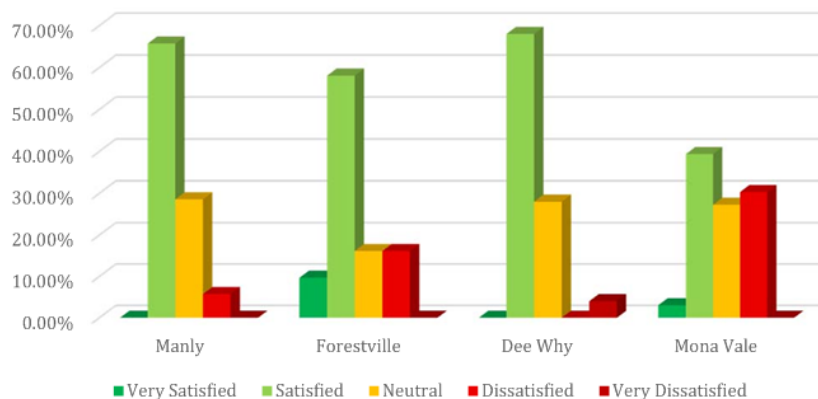
Observation 4: Mona Vale participants were generally less satisfied than participants in other workshops after reviewing the goals and strategies under Partnerships and Participation, Environmental Sustainability and Good Governance. The broadest range of views can be observed in the Partnerships and Participation category, where responses extended from higher levels of satisfaction in Dee Why to general dissatisfaction in the Mona Vale workshop.



Why were Mona Vale participants dissatisfied? The following key suggestions were made by participants at the Mona Vale workshop:

- More clearly define 'community' and ensure no stakeholders are missing
- Encourage representative community groups to form (e.g. committee groups and precinct committees) to liaise with Council and help inform their decisions
- Provide information back to the community on how community input was used
- Ensure local groups have the opportunity to provide input on local matters
- Empower youth to become more involved in decision-making processes (e.g. teaching governance at school would help involve people in community conversations)
- The strategies are not strong enough and do not have clear outcomes (e.g. the term 'enable' should be replaced with 'empower' in strategy 'b' under goal '20')

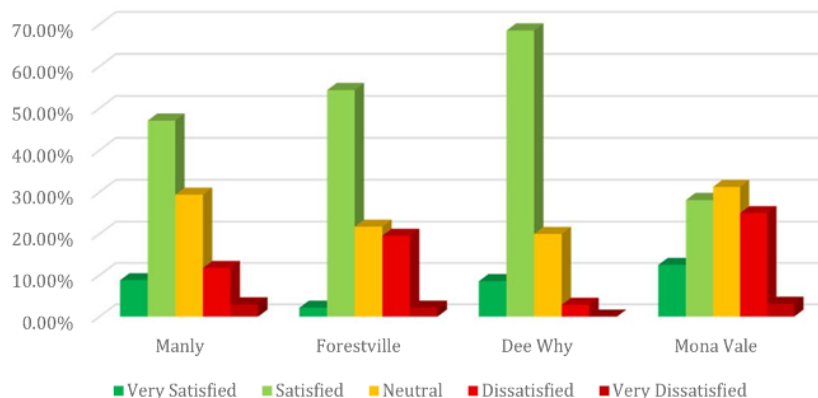
How satisfied are you with the goals and strategies for environmental sustainability?



Why were Mona Vale participants dissatisfied? Participant concerns and suggestions can be captured under the following subheadings:

- *General concern* – Belief that a lot more work needs to be done, including around recycling and waste and around managing development
- *Additions* – Add more on the role education should play (e.g. which bins to use)
- *Clarity* – Remove ambiguity and provide clarity, including around the terms ‘cleaner’ and ‘community’
- *Stronger approach* – Goals/strategies should be pushing for a higher standard (i.e. encouraging innovation and establishing incentives)

How satisfied are you with the goals and strategies for good governance?





Why were Mona Vale participants dissatisfied? Participant concerns and suggestions can be captured under the following subheadings:

- *General concerns* – Concerns about bias in government and privatisation of public services
- *Language* – Strengthen the language (e.g. making decisions ‘with’ the community rather than ‘on behalf of’ the community)
- *Council stewardship* – Council should commit to a higher standard of leadership that goes beyond legal requirements
- *Fair representation* – Councillors should be representative of the Northern Beaches community, including the different geographic regions
- *Implementation* – As part of transparency, improve communications so that information is easily accessible and timely, including via face-to-face engagement



8. Evaluation of Community Workshops

The overwhelming majority of participants indicated that they were satisfied with the workshop they attended, as illustrated in the graph below. This was consistent across the sessions. Many participants expressed their appreciation at being included in the process of developing the CSP Framework.





9. Manly Workshop – Ideas Wall

9.1 Areas of Interest

The notes made by workshop participants and added to the Ideas Wall at this workshop have been transcribed as well as possible and placed under the below key 'areas of interest'.

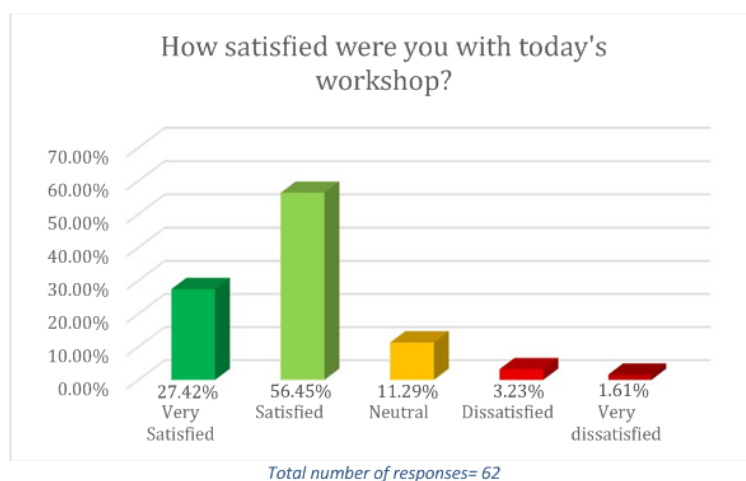
Area of interest	Indicative community comments
<i>Community Strategic Plan</i>	<ul style="list-style-type: none"> Document too wordy and verbose – plain English
<i>Vision</i>	<ul style="list-style-type: none"> The vision lacks mention of the uniqueness and beauty of the NB (needs to be more aspirational) Vision statement....The word 'value' needs to be strengthened to a commitment or something more tangible with clearer actions Vision: could be ANY council anywhere! Make it NB Start the bar HIGH to achieve goals and find the right strategies
<i>Environmental Sustainability</i>	<ul style="list-style-type: none"> The word climate change needs definition
<i>Protection of the Environment</i>	<ul style="list-style-type: none"> Please get stricter about ALL PEOPLE, littering on our beaches and risking our natural habitats
<i>Places for People</i>	<ul style="list-style-type: none"> When is the councils going to build boardwalk between wharf and the aquarium at Manly Use of already constructed recreational spaces Save Warringah Golf course from destruction More sporting fields, training centres for school leavers, after hour's courses. No parking on main roads during day including weekends 6-7am Event planning i.e. parking, shuttle for surf carnivals and others Reduce number of cost concerns to provide space for sporting fields Standardise signage and community actions on all NB beaches Parks as community hub – improve No mention of sport in any goal
<i>Community & Belonging</i>	<ul style="list-style-type: none"> Affordable housing Integrated social housing, elderly should be mentioned everywhere The population household projections are confusing between issue papers and shape 2028 need projection by year 2011-2036 Council in city centres, free Wi-Fi for tourism Transport – is Wi-Fi too large an issue to deal with by NBC? Should be NSW Government For medium density housing can we develop quality designs for 3-5 storey buildings? Europe does this well, stop looking at cheap design and make sure it works Real estate controls any opportunity for affordable housing
<i>Vibrant Local Economy</i>	<ul style="list-style-type: none"> Tourism: Huge opportunity to provide significant employment opportunities, needs to promote "beyond Manly" to extend tourism expenditure Develop strategies to attract specific industries to our area and create high value jobs
<i>Transport, Infrastructure &</i>	<ul style="list-style-type: none"> The proposed tunnel – NO, too expensive, attract more cars, more drivers no parking on main roads including weekends

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<i>Connectivity</i>	<ul style="list-style-type: none"> • Military rd. should be bike ride free during peak hours, to help with safety and better traffic flow • Parking has to go back to 3 separate areas • Hop skip and jump bus -- just brilliant, we need more of these • Rail not rail tunnel • Parking • Develop strategies to identify next generation transport models and the required business cause to support them • Free tourist buses from Manly to all beaches north on hourly bases • Active transport (walking and cycling) must be facilitated throughout all levels of planning: environmental sustainability, places for cycle, transport
<i>Good Governance</i>	<ul style="list-style-type: none"> • Please include Manly interest and needs equally with Warringah and Pittwater we have been forgotten • Councils WEB page OMG how poor • Council app? • Council needs to promote, publish and discuss. • Need to be proactive and put forward strategies to address our transport needs to multiple levels of government for the next 10-100 yrs.
<i>Participation & Partnerships</i>	<ul style="list-style-type: none"> • Lobby on behalf of our community to ensure it is sustainably connected • It would be better to vote for each goal individually as we were very satisfied with one, but though another needed a lot of work • There was no diversity of nationality of people in this room

9.2 Workshop Evaluation





10. Forestville Workshop – Ideas Wall

10.1 Areas of Interest

The notes made by workshop participants and added to the Ideas Wall at this workshop have been transcribed as well as possible and placed under the below key 'areas of interest'.

Area of interest	Indicative community comments
<i>Vision</i>	<ul style="list-style-type: none"> • Vision does not talk about the "people" environment e.g. higher education knowledge based industries • Vision - A community that celebrates diversity - in all forms
<i>Environmental Sustainability</i>	<ul style="list-style-type: none"> • Include a reference to adopting renewable energy in Council developments • I think sustainable should be stated not just assumed • Passive solar - create own electricity • Solar More
<i>Protection of the Environment</i>	<ul style="list-style-type: none"> • What about mapping and maintaining a Northern beaches green grid? • We need to come up with innovative ideas to reduce litter – Takeaway containers - Bottles which are just thrown into roads and verges • Why not invite students to share their rubbish bins? I doubt all bins are full every week – probably reduce collections by 20% (cost saving) • Greening of areas buildings etc. – built area = 60% of available land • Let's not just open spaces - but closed space - Bushfire wildlife corridors Water etc. help with erosion
<i>Places for People</i>	<ul style="list-style-type: none"> • It would be good to include a reference to green canopies and green design • Land positioning for (A) Industrial, (B) Office blocks (c) Residential Suggestion (A) and (B) situated on or around Mon Vale Rd were away from (C) • Plan for Hospital area should move the town centre West and connect to Forest Way shops to provide for Higher Education Next to the hospital • Higher education - make the vision stronger - We will have an University with Medical training by 2028 • We need to provide more Higher Education for local high school graduates - Brookvale TAFE is not enough • Can we use the "old" footbridge that is coming down to be placed over Forestway to get rid of the pedestrian lights just past the big junction • Have set back requirements on FF road to provide for separate footpaths and bike paths with trees • We need more off leash beach areas for dogs on tidal beaches which aren't next to boatyards or other less desirable areas • Need to ensure new developments include low cost housing (units and studios) • The councils management of the weekend sporting venues is grossly inflexible and needs to be brought up to today's demands and expectations • Affordable Housing on Mona Vale Rd
<i>Community & Belonging</i>	<ul style="list-style-type: none"> • Reference to affordable housing and affordable rental accommodation - for inclusive and diverse communities • Where are the plans for education? (school, colleges)

KJA 57



	<ul style="list-style-type: none"> • Food security essential for environmental security • Rethink planning to lower cost of housing • Remove the council requirements of Planter boxes that cost us as owners: to constantly repair the damage • No mention of suburbs and how to manage for the next 10 years • Council partner with RSL and other sports clubs to support community groups financially and fund Special Interest groups. Various groups given grants via council and clubs • Affordable Housing on Mona Vale Rd • Lots and lots of medium density (more affordable) town house style housing, with great walkability to local shops, parks, green spaces and restaurants. • Council to oppose Sate pressure for increased living density. High rises limited to 3/4 stories. Making our area like Chatswood is not the feeling of our Northern Beaches Community • We need to better utilise existing infrastructure assets and manage demand out of peak periods • Housing affordability 2 full beds, 2 toilets change to unit design
<i>Vibrant Local Economy</i>	<ul style="list-style-type: none"> • Do we have plans for industry/commercial jobs? • Address service participation, employment and education options for our youth and young adults (17-29) • What university are you going to associate and build alongside the new hospital?
<i>Transport, Infrastructure & Connectivity</i>	<ul style="list-style-type: none"> • Boat trailer parking - what could be done? • What happens to the volunteer bus that travelled around telling the community about all the organisations and activities in the council area? • Council needs to consider the massive impact that automotive technology changes will have - self driving cars will happen in the next 10 years, so car transport will be much more efficient • We must have underground tunnel transport i.e. Train or Light Rail We must do the Spit Bridge • Heavy rail to Avalon • Electricity need to be run underground - encourage fewer cars by introducing light rail • Electric Trams as an alternative to either BRT, heavy and light rolling stock. Use existing space • Dedicated bus lanes are the answer for the Northern beaches and Park and Ride Car Parks • All Bus Stops from Dee Why to Chatswood should be dedicated set backs • Possible ferry services from various bays • Transport to Macquarie University must be improved • More emphasis on cycling infrastructure for transport and for community health • Direct bus links to universities • Rail link essential
<i>Good Governance</i>	<ul style="list-style-type: none"> • Informed Future focused strategic action orientated • Keep one combined council • Include reference to regional governance - affected by upstream decision making



	<ul style="list-style-type: none"> • Innovation does not only involve digital engagement • How are you going to prioritise major strategies/goals? • Goals need to be SMART • Vision needs "Sustainability" "SMART" "Good Governance" • How effective will this process be if State Government does what it wants anyway E.g. Manly Vale School, Bush lost • Could the NB council make it easier to apply for a small addition/ I'm building a small staircase and you have a 27 page application • Land Ownership Policy
<i>Participation & Partnerships</i>	<ul style="list-style-type: none"> • Virtual Reality Tour of Hospital Work - Exceptional example of Communications • NB website too detailed for summary info • Engage our community by going to the people. I go to all events, ask people's opinions about the council, ideas people have; Go to schools and ask the young their opinions • Encourage people to sign up to the bulk email/promotional drive • School captains to be invited

10.2 Workshop Evaluation





11. Dee Why Workshop – Ideas Wall

11.1 Areas of Interest

The notes made by workshop participants and added to the Ideas Wall at this workshop have been transcribed as well as possible and placed under the below key 'areas of interest'.

Area of interest	Indicative community comments
<i>Environmental Sustainability</i>	<ul style="list-style-type: none"> • Biodegradable plastic bags should be the only ones used • Plastic bag free, keep up cultural changes
<i>Protection of the Environment</i>	<ul style="list-style-type: none"> • Council trees should be of limited height at full growth and not planted over water mains etc. However all trees removed should be replaced with another in the immediate area. • More should be done on recycling even down to a small tin of baked beans.
<i>Places for People</i>	<ul style="list-style-type: none"> • More beach areas for dogs please. • "Can we make some of the beaches accessible to dogs (like Sunshine Coast or Port Macquarie) • Would let us walk to beach and enjoy beach life and not have to leave pets at home." • Need bike paths that are separate from road and walkways > safety so kids can cycle to school. • Should be more cultural events and in an appropriate place. • Libraries need connecting and developing of the new technologies (like eBooks) (WA libraries are connected state-wide - a good example). • Harmony Day - room was too packed. • No toilets in some parks!! • Need planning for Frenchs Forest town centre where can have lots of facilities not just finance and dining. • Overcrowded schools need better access to Parkland access. • Create and encourage creative spaces / performance venues for theatre / the creative arts. Sports venues, galleries and bars are great but performance spaces bring about creative work / rich local story telling. • Make the creative arts resources / facilities equally as significant as sport resources / facilities. • Youth hub need skate park around Belrose • Forestway not safe at night now that lights being turned off too early. • Need to ensure local streets all have footpaths to encourage and make safe walking (rather than driving). • Safe bike paths for children to ride school and sporting facilities. • Lack of consultation about the hospital. • Introduce local precincts to ensure community feedback is considered in decisions. • Closure of Northern Beaches Community Connect. This is not good. Need to go to the next door church. • More opportunities for volunteers. • Better online services and libraries.



<p><i>Community & Belonging</i></p>	<ul style="list-style-type: none"> • Imagine all Brookvale industrial area is redeveloped - all of a sudden you will find a thousand cars rather than parking on the street - will be parked in the basements of the new buildings. This will attract new businesses and solve transportation. • All developments housing & business buildings - The road and streets should be made a lot wider than they are now. • 1. Brookvale. 2. Frenches Forest. 3. Warriewood. 4. Mona Vale Rd - Macquarie Uni. • Meriton - get developers to do more for the community and if they damage areas make them repair and improve it. E.g. roads damage. • Safety for children to be improved to give more independence > less parents driving them around. • Brookvale, Industrial? Why would Westfield pour the money into the area? • Noise lighting in parks, car parks and footpaths for safety. Get rid of water trucks (street wasting). • Trees need to be trimmed around street lights. Streets much too dark for safety to walk at night. • More efficient process to pick up big waste. Dee Why had streets & pavements full of piles of waste for 2 weeks? Blacktown has specific pre-arranged pick-ups with waste. Put out the night before & picked up the next morning (free of charge / included in rates). • Smaller houses - not just units and big houses. • I believe increasing the population of the Northern Beaches (or any part of Australia that's already got a large population), is not good for P.3 of CSP Framework. • If we are too ambitious with increased employment and education opportunities and promoting business and tourism, the totality of these actions will degrade our unique Northern environment. Less is OFTEN BETTER!! • Our vision is to value the natural environment. Where is the natural environment addressed in "Place for People"? E.g. How will beaches, natural parks etc. be sustained with increasing population, people exercising, unleashed dogs etc.? • Since 1976 Oxford Falls has been victimised by Warringah Council. My father wanted to split land up and give us a block each. He has passed and I would like to give my children a block. Now I am ready for the box. I would like to give a block to my grandkids but no. We have no infrastructure to facilitate it but Red Hill Hospital all these things have been developed. We are now in a position where we cannot develop our land yet. I can hardly afford to live now. Every year I am going under and the council keep trying to suggest the people keep the area for parks. I am really fed up when this keeps coming up.
<p><i>Transport, Infrastructure & Connectivity</i></p>	<ul style="list-style-type: none"> • Promotion of cycling and other transport options should have % use goals that fix the car congestion misery. • Warringah Rd cut & cover vs 12 lane highway and forestway. • Car Park in Warriewood too small for current development. • Good network of alternative roads, so not necessary to use major roads. • Hopefully the arrival of the driverless cars will solve the traffic choking,

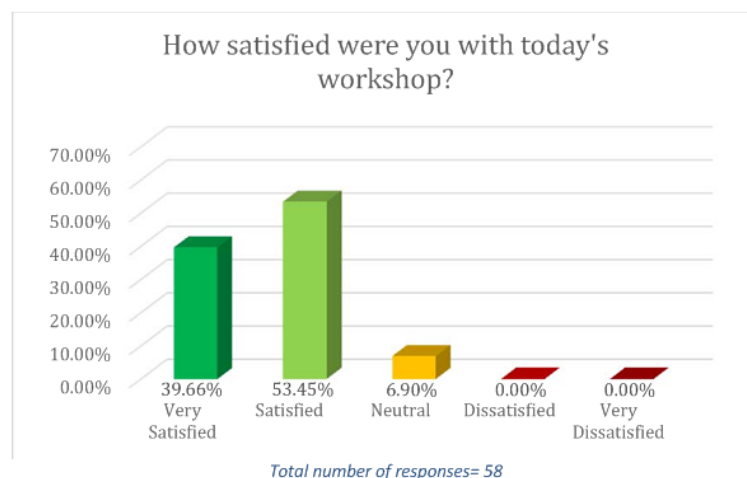


	<p>parking problems</p> <ul style="list-style-type: none"> • Safety for pedestrians, footpaths and crossings • NBC- build, own, operate a Manly to Palm Beach Electric Tram. • More emphasis on multiple transport routes to both CBD and West with regular bus services and bus lanes > not just one tunnel in 10 years' time. • Like to see Council drive electric cars and public transport. • Loss of all day parking in Dee Why is an issue: Restricts access to the city on weekends for residents who have a poor bus service. - TRANSPORT. • Critical for council to plan ahead for electric cars. • No adequate parking for tradesman who could use if public transport wasn't working in some areas. • Visibility and car parks. Accessibility of car parks. • Make Military road a clearway at all times. • Turn T3 Lanes into T2 Lanes - more cars will use them. It's easier to find 1 extra person than 2. • Cycle ways that are on the road, with a bicycle painted on the road are insulting and laughable and worse than nothing. • Council to urge State Government to implement an express bus service from Dee Why / Brookvale to Chatswood via Warringah Road and hospital • Bus services to get people to weekend sport > put Jonny on the bus! • Public Transport > encouraged, smaller buses more trips / routes, free!! > to encourage people to have a go, big picture/future trends. • Systems, technology, etc. to encourage more people sharing cars in peak hours. • More commuter parking in Dee Why please. Also Sat parking in council car park 3 hours until 12 not 7pm. • More frequent bus services to local hubs (Dee Why/Mall) from suburbs with only hourly services. My 178 is an hourly service and then takes 1 hour 10 mins to the city. Miss a bus and 2 hours to get home. • Use big data to work out why our streets are congested. Locals not parking in their block. Visitors. Not just build more park space. • Free public transport. No bus timetables i.e. every few minutes to city and Manly. • Adapt/promote new technologies to reduce personal car ownership (e.g. Go Get) • Bike lanes are not used by bikes. Bikes are still on footpaths (in Freshwater) even though bike lanes are running parallel. Why spend \$ on est. them. • Mum's taxi = 4 trips per activity. • Help families get kids places independently by bus, walking or bicycles with SAFE OPTIONS. • Because of the traffic problem re the new hospital. Please open up the side roads and let us through when we are only travelling locally. • 24 hour no parking on main road will help Mona Vale.
Good Governance	<ul style="list-style-type: none"> • On council website: number of trees of certain ages, number of trees being planted to replace, number of trees and age removed for "development". • Council has a role to facilitate community consultation with State Govt. on



	<p>local and regional issues e.g. B-line and how B-line will connect and integrate with transport to the suburbs.</p> <ul style="list-style-type: none"> • The framework is meaningless if state directives drive development and investment in the region. • A council provided space and technology for online support for council and state services - provided by volunteers. • No developers or political parties as councillors. • Lack of communication. Amalgamations. • Efficient delivery of services: Learn from other councils, no mention of innovation in service delivery. • Need to have defined active goals that can be measured and reported against (not motherhood).
Participation & Partnerships	<ul style="list-style-type: none"> • Plan is too generic, specifically tailored to the Northern Beaches area - to prioritise protecting and expansion of public area and parks. • More transparency about issues in closed sessions. • Potential exhaustion with the staged consultant process - need more pragmatic and efficient consultation and how to sustain and protect aspirations. • Adopt CP TED Principles. • Better community and follow-up. • "Caseworker style" - customer service that takes ownership of issues - individual and team level.

11.2 Workshop Evaluation





12. Mona Vale Workshop – Ideas Wall

12.1 Areas of Interest

The notes made by workshop participants and added to the Ideas Wall at this workshop have been transcribed as well as possible and placed under the below key 'areas of interest'.

Area of interest	Indicative community comments
<i>Vision</i>	<ul style="list-style-type: none"> Overall Vision - Too inward looking. Can "connected" mean connected to wider world. That's why "sustainable" needs to be in there...or "a community that is concerned today about future generations"
<i>Environmental Sustainability</i>	<ul style="list-style-type: none"> Trees are needed at our beaches
<i>Protection of the Environment</i>	<ul style="list-style-type: none"> Consider how residents, especially the new Ingleside development can get out by road in the event of a bushfire. Roads are inadequate Manage the Bush turkeys Ingleside development fire risk not addressed in current access exit plans Environment-condition of new development to include/address/preserve environmental spaces-parks/ovals etc. Can the council PLEASE stabilise Beachfront areas by planting grass, shrubs and trees on beach front sand banks Environment; erosion. Need to make sure even council decisions do not increase coastal erosion e.g. dingy racks positions increase wear over tree roots and speed up erosion may need to manage with load of sand every now and then Let's return the council clean up system to how we had it when everyone put their junk at the same time. Trees & Natural environment should remain the dominant feature of the landscape in most places. E.g. development fit below tree canopy. More flexibility with tree removal. More sensible planting (i.e. big trees under power lines) Environment: Built Heritage needs to be protected & included in the Environment Protection Section & Garden Heritage.
<i>Places for People</i>	<ul style="list-style-type: none"> Seawall at Collaroy is a chance to gain a walkway for the public along the beach not Pittwater Road Path and Cycleway Get rid of cars for sale of Pittwater Road at Long reef I wanted to organise a Hungarian event last year for Hungarian women to come together and have a girl talk in Hungarian and I wanted to offer drinks for the ladies, I was supposed to pay function rate, the same price like weddings. I would expect more support for a cultural event from the council Conservation of small establishments such as our local in use scout halls, tennis clubs and road side parking in side streets with small businesses that require them More artificial grass soccer fields are needed. Washed out too often More soccer field are required Safe space for youth and LGBTIQ (i.e. community hub run by



	<p>volunteers/donations), including restaurants, creative spaces, yoga etc.</p> <ul style="list-style-type: none"> • Youth workshop down south at Warringah Mall-not up north • Need to ensure balanced population e.g. principles to guide residential aged care facilities development • Vision is very self-centred 'ask what we can contribute' could we recreate camping spaces so visitors and all socio economic backgrounds can enjoy this wonderful place • Not enough planning for sports fields. History shows none in the last 30 years • Bungan Street Plaza. Redirect Traffic from part of street. Standard shade trees. Cafes/Shops • Is the population of registered dogs truly catered for in off leash areas? No dogs on certain beaches is an ignored rule most days • More cultural activities for aged who will be larger percentage of the population over time • Please remember disability access, including prams and strollers • I'd love to see specifics included like: swimming centres and better drainage off sporting fields • The aquatic centre should be kept and school and carpark could all be located at aquatic centre and playing fields kept • Spare lighting in our parks and for recreational use of night • Where are the world-class co-working spaces on the beaches? • Footpaths in all areas for safety for prams, elderly and children • Increased use of bushland does not mean unsustainable use i.e. mountain biking • Mona Vale; Park Area not adjacent To Library. Do Not Reduce Area of this park. Do not cast BLDR shadows over this park. • Has the Northern Beaches Hospital Precinct looked to be classified as priority precinct or specialised centre? • Community-what does this mean? Seem exclusive nor inclusive. Lack of hotels, motels, CALD, ABTE Disabled, Refugees, Visitors. • NSW Government issue: We need to improve, not reduce out TAFE system. All our kids need the opportunity for training towards their employment and their future • At Kimbriki tip there should be a system where re-usable items can be put in one place to encourage scavenging. Anything that is not taken away can be bulldozed with the rest of the rubbish • Provide more suitable access for people with disabilities and elderly people. • Inclusive community for young carers who are the future care of disabled siblings. These children do not have the same access to our beautiful environment because they are trapped in their caring role. (My example is my 9 year old does not have the freedom to go to the beach, parks etc. with parents like normal children) • We need a university/TAFE in NB. 16.5% children 0-11 means we need to keep those kids being educated nearby. • High rise development to include internal green space & children's play area. E.g. as in Denmark where buildings surround the green space.
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	<ul style="list-style-type: none"> • Community Gardens • Ensure new developments consider better design with respect to light, proximity, privacy, height and beauty
<i>Community & Belonging</i>	<ul style="list-style-type: none"> • How can we broaden our connection with governments and keep schools safe • Safe and supported? Does this mean profession as health or other? (i.e. police hospital, home care) • Housing for all age groups. Keep young people in the area • Order around dogs on beaches. Off leash-need for review • Reference to community is very introspective. What is "community"? • No subdivision of Terrey Hills and Duffys Forest • Need to stand up for our local community against population pressure from state government • Need support for an arts degree to the annexed to our area for our children to do their arts degrees. • How is Ingleside development of rows of characterless houses improving landscape and vegetation? Example of goal not reflected in strategy or reflected subjectively • How do we cater for the "tiny House" movement to help with the housing crisis? • Air conditioning in all community centres, health reason and especially for elderly in summer. • Please don't forget stable power supply for West Pittwater & Scotland Island • Bush fire burn offs are sometimes required. They are dangerous too anyone with respiring problems or old age can die. People before property. • Need to start the conversation around who is responsible for the inevitable 'Buy Back' of beach front properties. -owners? -Government? -community? -all of these? • Encourage a culture of personal responsibility that allows risk taking with proper preparation. i.e. wind back the nanny-state • Implement an integrated town planning approach that involves all relevant departments to proactively assist the community and business to undertake developments of all types. • Recognise and support the multiple communities that comprise NBC including those on Scotland Island and Western Foreshores • Include local industries in finding out needs and how can work with community • Increase housing choice...etc. This needs careful consideration when action teams are developed to ensure that Council is responding to community needs and not the broader State Government strategy
<i>Vibrant Local Economy</i>	<ul style="list-style-type: none"> • RE NSW Gov. Job Targets. Mona Vale will lose jobs when Mona Vale Hospital closes & Ingleside will have a huge increase in population as of to 3400 dwelling will be located there. Why has Mona Vale got the lowest job growth target of 100 to 1700 additional jobs?
<i>Transport, Infrastructure &</i>	<ul style="list-style-type: none"> • Parking needs to be increased at appropriate hub points in addition to that already planned.

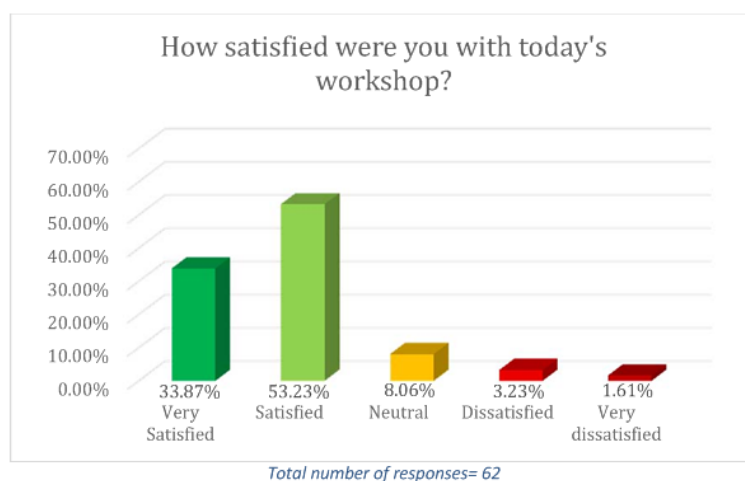


Connectivity	<ul style="list-style-type: none"> • NSW Government Bus Centre at Mona Vale to be rebuilt into large bus/car parking interchange. Federal and State subsidies • Transport options and developments need to be built keeping to the northern beaches visual identity • Need more ferries from Church Point. Need an interchange there-use waterways Federal Government • Improving local transport our biggest challenge. More mass transit (B-line), less incentive/reliance on cars • Small Feeder Mini Bus Service. Dog Park to School and Mona Vale Ferry offshore to Dog Park Wharf. • Recognise and make provision for the transport parking and waste (environmental) needs of the residents of Western Foreshores (evacuation and transport) • More buses (i.e. electric) on hilltop suburbs to alleviate car trips; more jobs and less traffic • Northern beaches school bus system (get the cars off the road) flexible system of medium sized electric buses to do all morning and afternoon school runs • Wakehurst Parkway Flooding-access to new hospital from palm beach • Traffic Problem on week-ends at Palm Beach-2 lane road and too much traffic, too many cars and no parking. • Improve roads' surface (e.g. OXFORD FALLS Rd) where you can avoid overcrowded main roads. Improve alternative roads instead of managing every entry to the main road (e.g. some streets in Il you have to go to Warringah Rd to drive to the neighbouring street.) • To improve car parking, especially at Palm Beach, the Council should not sell parking permits to non-residents • Goals 15 & 16 have to be highest priority • Transport; why do we let cars park in our left hand lane when they have driveways and large useless front gardens. 1/3 of our 6 lane highway is allowed to be a parking lot. It could immediately free up traffic. • To get people out of cars; Free mini bus loops e.g. between Avalon to Palm Beach in summer Holidays and let people know to park their cars at overflow car access on unused sporting fields for summer
Good Governance	<ul style="list-style-type: none"> • No party politics in elected councillors • Improve search function to improve ease of finding info • Improve public media presence e.g. Facebook with notification of coming events and discussions • The new NBC must not have councillors that are in any way associated with developers. Councillors not to be a member of any political party • 2 or 3 years ago we had a community consultation with Pittwater Council. Then we got the Mona Vale Place Plan. No resident advocated 4, 5 and 6 storey buildings. But certainly developments did. Lack of trust • Councillors to be reminded they represent/work for RATEPAYERS and not council • The 3 former councils have very different regional cultures. This became evident during the amalgamation review process. This difference in culture is still very evident today. This comes to the forefront in Pittwater where there is very strong resistance to over-development, which is not



	<p>shared with Warringah and Manly.</p> <ul style="list-style-type: none"> Councils need to be elected representatives to set policy and ensure management delivers the policies and does not expand resources on any areas outside its permit underneath the Local Govt Act.
<i>Participation & Partnerships</i>	<ul style="list-style-type: none"> I think the conversation is artificially guided to favour development Seeing this is a 10 year plan how have the young been engaged as it impacts on them How have you engaged with the different segments of the community? Use community groups as a way to spread information. Use schools and teachers to try and include young people's ideas and needs Participation; more time for public learning and deliberations on the complex challenges Offer school years the opportunity to participate in planning More concrete snapshot examples especially of connections with other government programs How will 'neutral' be interpreted? Representations of community groups need to be included in regular meetings with council in strategic committees for Environment, strategic planning & cultural or social issues. More meetings in more areas at different times. Four is not enough. Develop & implement framework or strategic plan for effective community engagement and collaboration (no tokenism)

12.2 Workshop Evaluation



13. Youth Workshop

13.1 Values

During the values discussion, participants suggested that they valued the following about the Northern Beaches and wanted to see these reflected in the future of the area:



13.2 Vision

Participants were asked to stand along a continuum to indicate their level of satisfaction with the vision. This continuum mirrored that of the other workshops, including 'very dissatisfied', 'dissatisfied', 'neutral', 'satisfied' and 'very satisfied', except that emoji's were used in place of these terms. The emoji's ranged from a very unhappy face to a very happy face.

When participants were asked to stand along the continuum, most stood in the 'satisfied' point of the 'emoji' scale. Some stood on the 'neutral' emoji. The main concern of participants was that the goal of interconnectedness captured in the vision, while appreciated, will be difficult to achieve. It was suggested that people's contrasting values cannot be controlled and redirected. Some pointed to how 'cliquish' different groups of young people were, depending on which school they attended.

Some felt that the vision could better address ideas around mental health, wellbeing and emotional connection and inclusion.

When asked which categories of the Framework they would most like to focus on during the workshop, the group chose 1. 'Places for People; Community & Belonging' and 2. 'Environmental Sustainability; Protection of the Environment'.

13.3 Places for People; Community & Belonging

The participants, when split into two smaller groups, made the following comments about the categories 'Places for People' and 'Community & Belonging':

How and where we live	Health and safety
<ul style="list-style-type: none"> Expensive housing costs – It is not rational to imagine living in the area in the future; Addressing this should be a priority Smaller living – Young people value living close to beach and/or bush, with a yard, but recognise that they may need to live in 	<ul style="list-style-type: none"> Healthy community – Continue to support physical activity and health but also focus on mental health Supporting female sport – Boys dominate sports in the area; Ensure girls can safely participate in sports and recreational

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smaller spaces (e.g. apartments) as the population increases	activities
	<ul style="list-style-type: none"> • Safer public transport – Bus stops (e.g. Dee Why) can feel unsafe due to people hanging around them, including in the early morning
Access and connectedness	Spaces for young people
<ul style="list-style-type: none"> • Access to city universities – General preference for traveling outside Northern Beaches for university, rather than attending one nearby (though one person suggested a local university) • Support for 'tradies' – People starting out their trades should receive support when buying tools • Connected structures – Connect parks, sporting facilities and skating areas (e.g. with bike paths) and ensure they are well lit at night to improve usage and safety • Geographic connectedness – Explore ways young people can mix, socially, with people from other parts of the Northern Beaches; Social media could play a role in this long-term connectedness • Cultural connectedness – Explore ways people can learn about each other's cultures • Volunteer opportunities – Encourage young people to volunteer and connect with older people 	<ul style="list-style-type: none"> • Dedicated spaces for young people – The mall doesn't service young people sufficiently; Need financially and physically accessible and inclusive spaces that encourage people to interact face-to-face, not just via technology • Spaces to study and work – An amateur film reviewer could use a space with a desk, laptop, power and fast internet access to support her entrepreneurial work • Safe and fun places to go out – Young people often hang out in dark and cold parks or at the same house; Provide places and events they can go to and/or formalise existing spaces (e.g. by providing food trucks in parks at night)

Participants also made the following, more specific recommendations for how the goals/strategies might be implemented:

- **Multi-purpose space** that is affordable for young people, where they can meet with those who shared common interests, including:
 - Computers to study on or play games with friends
 - Lounge area, café and/or bar to relax
 - Larger spaces, including performance spaces. for workshop, competitions and amateur performances (e.g. comedy nights)
 - Music venues, including live music or all-age night clubs
 - Urban art spaces (e.g. designated graffiti walls)
- **Gym for young people**, with fun aerobic activities and a place where people can begin working out without being intimidated by older gym users
- **Regular, local events** to get young people 'out of the house', including at night, where they can hang out with friends (e.g. Moonlight cinema, Community markets with food and unique wares) – get local businesses involved
- **Galleries and showcase nights** for youth, promoted directly to youth
- **Housing account** (similar to Super) to help young people save for housing in the area



- **Mental health programs** – Support a mentoring program around mental health and/or support advertising that reduces the stigma of mental health (e.g. assisting stressed HSC students)

13.4 Environmental Sustainability; Protection of the Environment

The participants, when split into two smaller groups, made the following comments about the categories 'Environmental Sustainability; Protection of the Environment':

The need for action	Sustainable transport
<ul style="list-style-type: none"> • Environment as priority – The environment should be our first priority • Our responsibility – As one of the most affluent communities in the country, the Northern Beaches has a responsibility to lead the way with radical change • Preparing for change – Young people feel unprepared for climate change; More education and ground-level intervention is required • Play on people's guilt – Climate change is happening now (e.g. Great Barrier Reef) so we need to leverage the guilt people feel when seeing what impact they are having on the planet • Take preventative action – Focus on preventative action, rather than reactionary • Larger corporations – Larger corporations need to behave more sustainably too 	<ul style="list-style-type: none"> • Traffic congestion – People aren't choosing sustainable transport because reasonable options aren't there (e.g. trains) • Giving up cars – We are willing to give up the idea of owning a car so long as public transport is reliable, accessible and clean; Would opt for electric cars too if public infrastructure supported it
Green spaces	Making sacrifices
<ul style="list-style-type: none"> • Not enough bins – There is too much plastic and packaging and not enough bins to put them in; This is effecting our waterways, beaches and bushes, which need to be protected 	<ul style="list-style-type: none"> • Compromising open, green spaces – These spaces are great at present but we will need to make compromises as population grows • Change the way we live – Changes in the way we live (including house design, energy production/use, consumption and transport) will help protect the environment; We need to 'adjust ourselves to fit the environment'

Participants also made the following, more specific recommendations for how the goals/strategies might be implemented:

- **Incentivise change** – Provide incentives (i.e. money, perks) to motivate people to take positive steps towards environmental sustainability
- **Enforceable policies** – Introduce policies that force people to live more sustainably (e.g. ban plastic bags, enforce serious fines for littering)
- **Prepare for natural disasters** – Increase awareness (e.g. through workshops) of how to prepare for natural disasters (e.g. to take leaves out of gutter before bushfires)

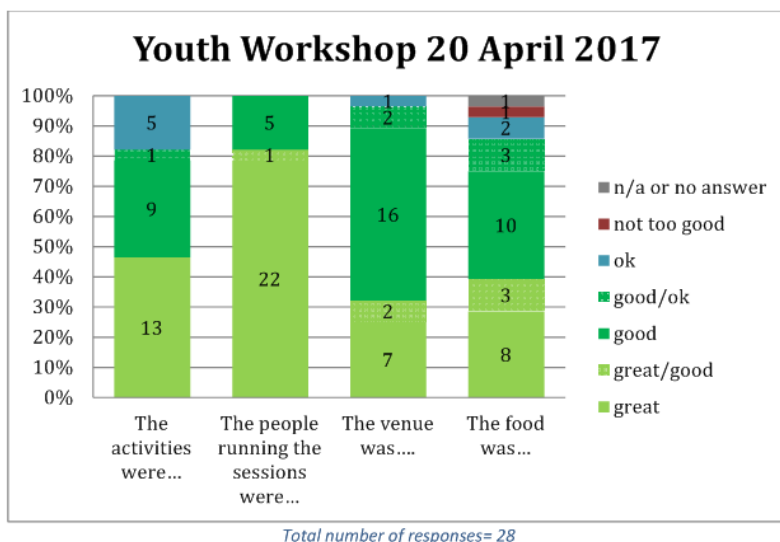
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- **Embrace technological solutions** – Technology (e.g. biodegradable cups) have a role to play; However, one participant warned against relying on technology as the solution, suggesting that technological advancement has been a key contributor to climate change
- **Encourage use of green spaces** – Provide public pathways and other infrastructure so people use green spaces, appreciate them and want to protect them
- **Engage schools** – Run school competitions around the environment, including inventions and products to help us live more sustainably
- **Encourage sharing** – Encourage ride sharing and introduce more T3 lanes

13.5 Workshop Evaluation

Participants were generally pleased with the workshop, with the vast majority selecting 'good – great' to describe the activities, facilitation, venue and food provided. Many participants voiced their appreciation that they had been engaged and suggested that young people should have continued dialogue with Council.





14. Next Steps

The feedback presented in this report will be considered by Council, along with the input received via Council's online survey that ran in parallel to these workshops.

A draft Community Strategic Plan, informed by this feedback, will then be presented to the community for consideration.



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Appendix 2

Online Survey Analysis

Appendix 2: Online Survey Analysis

Community Engagement Report – Community Strategic Plan Stage 2

Background

Phase Two engagement for development of the Community Strategic Plan occurred during March and April 2017. This phase focused on testing the draft vision, aspirations, goals and strategies for the region for a Draft Community Strategic Plan to help guide local decision making and community participation over the next decade.

A key component of this engagement included an online survey to reach members of the community who were unable to attend face-to-face engagement activities. This was supported with promotion of the survey at listening posts, print advertising, bulk emails and social media activity across several platforms. A short video was also developed to attract community interest.

In total the survey received:

- 1,982 link views
- 1,200 survey starts
- 635 responses (partial or fully completed)

This report summarises the responses to the questions in the online survey. Where respondents were asked to rate satisfaction support, the results are presented in a graph and the number answering the question is shown as (N=XX)

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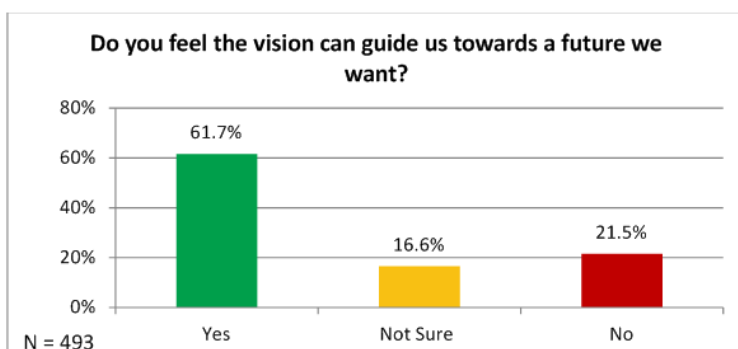
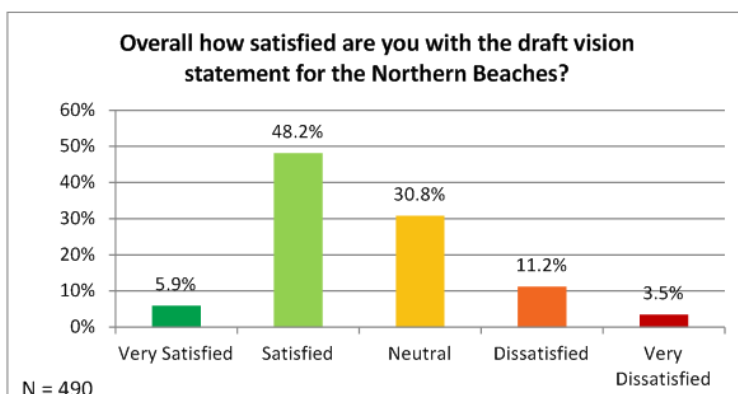
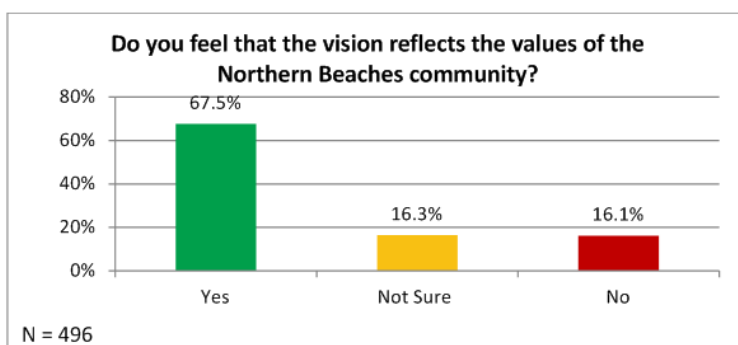
VISION STATEMENT

A series of questions were asked on the vision statement for the next ten years. The draft vision reads as follows:

"Northern Beaches – a safe, inclusive and connected community that values its natural and built environment"

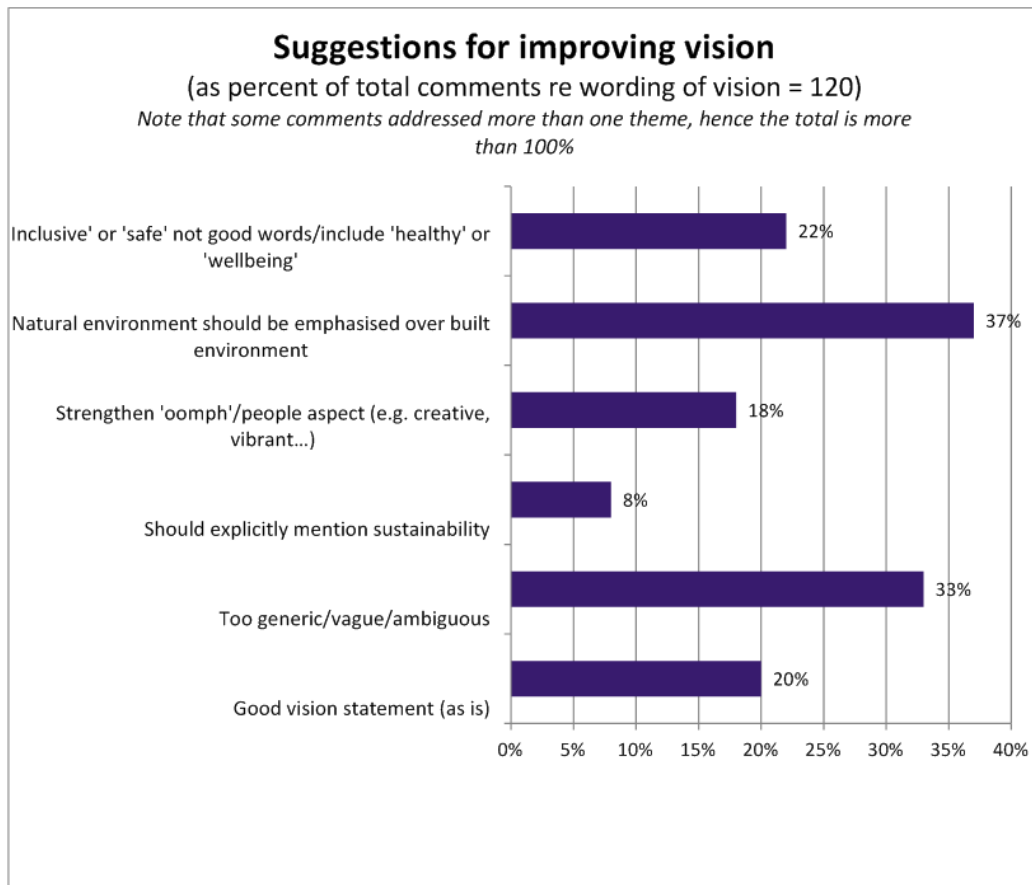
The majority of respondents supported the vision.

- 67.5% agreed that the vision reflects the values of the Northern Beaches community
- 54.1% of respondents were satisfied or very satisfied with the draft vision statement
- 61.7% felt the vision could guide us towards a future we want.



Have you got any suggestions on how the vision can be improved?

Some 327 respondents commented on the vision. A significant number were expressing concern about the current challenges of living on the Northern Beaches (e.g. Transport, development, housing affordability etc). Of the remaining responses 120 made suggestions on how to improve the vision



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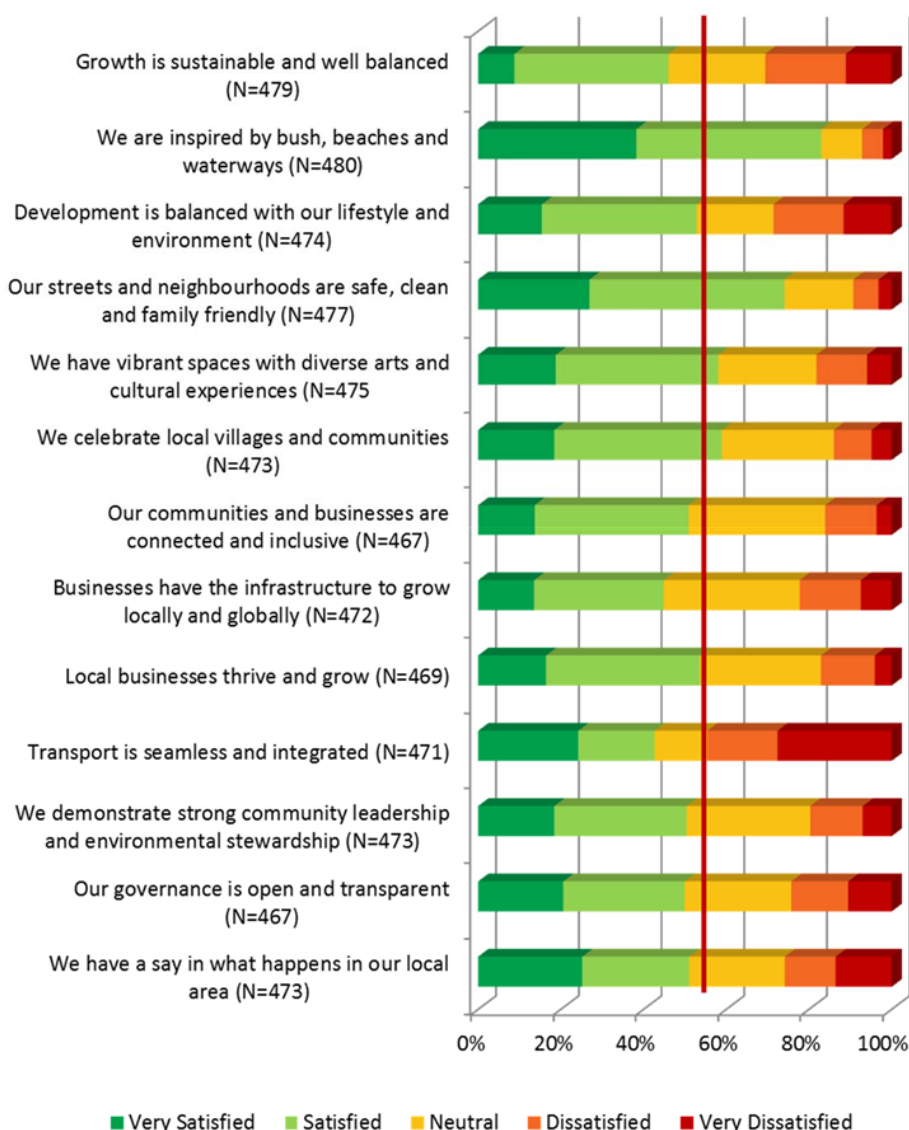
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ASPIRATIONS

The Discussion Paper contained 13 aspirations. Respondents were invited to rate each aspiration on whether it would help achieve the draft vision. They also had the opportunity to comment on each aspiration.

How satisfied are you that the following aspirations will help achieve the vision of 'a safe, inclusive and connected community that values the natural and built environment?'

Aspiration Ratings



APPENDIX 2: Online Survey Analysis – CSP Stage 2

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Summary of comments on aspirations

The total number of people that commented on the aspirations are shown below. Some responses raised multiple issues. The number of times the issue was raised is shown in the 'times raised' column.

i. Aspiration - Growth is sustainable and well balanced

Summary of Comments (total 26)	Times Raised
Growth is not supported, or it is not sustainable to support it	14
Infrastructure is well behind current level of growth, and/or have doubts about future ability to balance infrastructure with growth	13
Concern about the ability to protect the environment while allowing for growth	7
We should become leaders as a carbon neutral region	1

ii. Aspiration - We are inspired by bush, beaches and waterway

Summary of Comments (total 10)	Times Raised
Allow more and easier access into the natural environment for reasons such as dogs, hiking, cycling, and horse-riding, for enjoyment and increased value. One adding that it should not be 'locked up'.	3
Aspiration should include fauna	2
Need to examine the impacts of protecting native species and the associated costs - perhaps it is too much	1
Aspiration should be changed to 'Bushland, beaches and waterways will be kept clean, preserved in their natural state, and adequately monitored by authorities'	1
Keep beaches clean	1
Healthy and active communities enjoys the environment	1
Region needs to remain natural	1

iii. Aspiration - Development is balanced with our lifestyle and environment

Summary of Comments (total 30)	Times Raised
Concern about the impact of development on lifestyle, including the ability to enjoy a decreasing and potentially more populated natural environment	10
Specific concern around overdevelopment	4
Housing affordability is an issue	4
Development impacts on the existing infrastructure which leads to increased commute	2

Summary of Comments (total 30)	Times Raised
times and weekend traffic	
There is an imbalance between the number of sportsfields and development	2
Strengthen the aspiration with design principles for the Northern Beaches Council	1
Increase the quality of housing.	1
Avalon Parade is an example of good development with design suitable to the area	1
Design is currently terrible	1
Development should take the form of duplexes	1
Development should be limited to small scale.	1
More jobs and housing in centres.	1
Create incentives for large lot multi-dwelling development, opposed to smaller quantities of lots that result in many driveways and less living space	1

iv. Aspiration - Our streets and neighbourhoods are safe, clean and family friendly

Summary of Comments (total 2)	Times Raised
Safety should be increased through street lighting	1
There is too much pollution on our streets	1

v. Aspiration - We have vibrant spaces with diverse arts and cultural experiences

Summary of Comments (total 3)	Times Raised
There currently are many cultural events/experiences within the region	2
Spaces should be open to international, existing, and new artists	1
There isn't much for youth to do at night	1

vi. Aspiration - We celebrate local villages and communities

Summary of Comments (total 4)	Times Raised
Local identity and communities should be preserved	3
Need to encourage businesses to thrive, and rejuvenate of our retail and commercial areas	1

vii. Aspiration - Our communities and businesses are connected and inclusive

Summary of Comments (total 7)	Times Raised
Need high quality internet services, including the NBN and free public Wi-Fi	3
Disability is not mentioned	1
Consumers are not mentioned	1
The aspiration does not make sense	1
Community groups should be connected with council	1

viii. Aspiration - Businesses have the infrastructure to grow locally and globally

Summary of Comments (total 2)	Times Raised
The lack of infrastructure has negative impacts on business	1
We should turn to business for assistance in embracing technology and innovation	1

ix. Aspiration - Local businesses thrive and grow

Summary of Comments (total 2)	Times Raised
Small businesses need assistance as many don't last two years	1
The aspiration should include a night time economy, as well diversity in entertainment offerings	1

x. Aspiration - Transport is seamless and integrated

Summary of Comments (total 52)	Times Raised
Concern over the existing transport situation with many stating that the aspiration is not being achieved	29
Need more public transport, including more connections and routes	18
Development or growth should cease until transport is rectified	12
Infrastructure for transport must be increased	12
Need more safe active transport infrastructure	4
More parking is needed	3

xi. Aspiration - We demonstrate strong community leadership and environmental stewardship

Summary of Comments (total 3)	Times Raised
We must look after our environment and do better when it comes to sewage outlets and the loss of bushland	2
Need to be open to more innovation and technology	1

xii. Aspiration - Our governance is open and transparent

Summary of Comments (total 9)	Times Raised
Council doesn't act on what the community wants	6
Council is inadequate at responding	1
The aspiration is important	1
There is little value in council	1

xiii. Aspiration - We have a say in what happens in our local area

Summary of Comments (total 13)	Times Raised
Council does not and will not act on what the community voices	6
Concern that Council has not listened to the community on topics such as dogs on beach, maintaining golf courses, and mountain biking trails	3
More representation for young people is needed	2
Give local community groups a voice in shaping their area	1

Aspirations – Overall

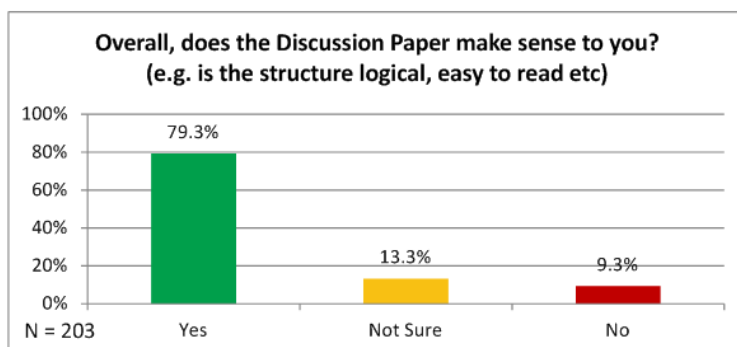
Summary of Comments (total 47)	Times Raised
The aspirations are not definitive, are vague, aren't phrased as aspirations, have no meaning, or the question is confusing	16
The aspirations are good	13
Concern that Council won't deliver, or is unable to deliver on the aspirations	9
Aspirations are motherhood statements or sound like typical Council speak	5
Concern about NSW State Government not listening to the community	4
Aspirations lack of acknowledgement of traditional owners or culture	3

Summary of Comments (total 47)	Times Raised
The aspirations don't address the overall suitability of area	2
The aspirations are not unique enough	2
Council should be de-amalgamated	2
Everything is underpinned by youth education and opportunities	1
There is nothing about wellbeing or sport	1
Council should be connecting with existing community groups to for guidance	1

The remaining questions were asked of respondents that had read the Discussion Paper.

238 respondents answered 'yes' to having read the Discussion Paper. Not all respondents answered all questions

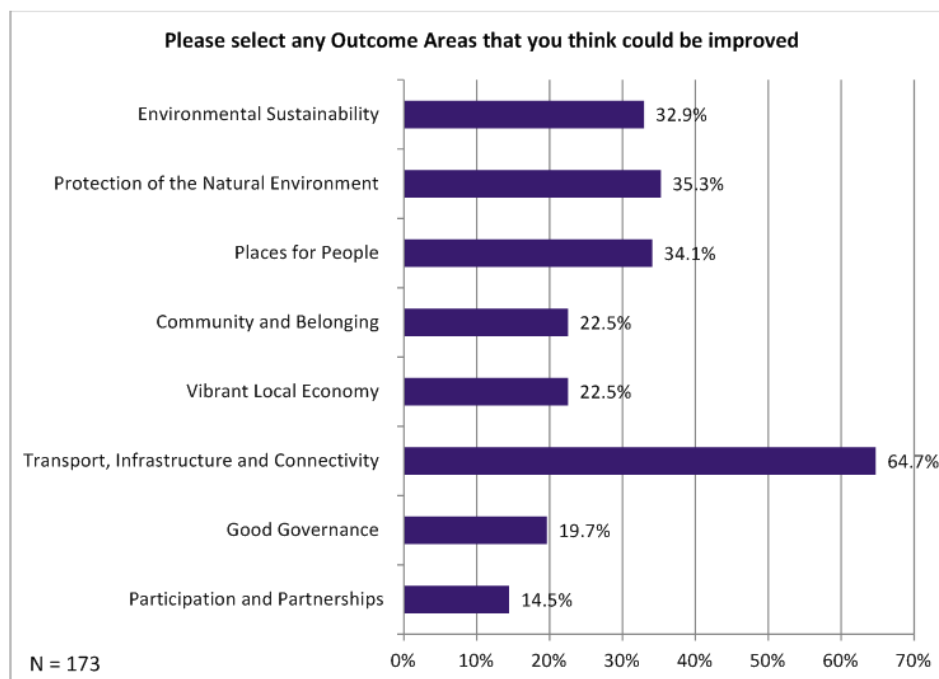
FRAMEWORK



OUTCOMES

The 238 respondents who indicated they had read the discussion paper were provided the opportunity to indicate which of the 8 Outcome areas (i.e. main chapters) they felt could be improved. Note that participants were able to select multiple outcomes areas.

Please select any of these areas that you think could be improved in the Discussion Paper.



Why do you think the areas you selected need to be improved?

173 respondents indicated outcome areas that need improvement and 206 respondents provided open text comments.

A summary of the comments by theme against the relevant Outcome areas is provided below. Many respondents provided multiple comments which have been captured across the outcome areas.

Outcome - Environmental Sustainability

Summary of Comments – Environmental Sustainability (total 9)	Times Raised
Goals and strategies are unclear	3
More direction / policy on renewable energy	2
Needs to include clear direction on sustainability	2
Improve the outcome by including increasing and preserving the biodiversity of our area	2
We should become global leaders in reducing our environmental footprint	1

Outcome - Protection of the Natural Environment

Summary of Comments – Protection of the Natural Environment (total 20)	Times Raised
Concern over the loss of the natural environment due to growth related development	5
The natural environment will be valued and protected more if it was opened up to low impact use (such as mountain biking and hiking). Opportunities to work with volunteer groups that would help manage such activities and promote preservation	5
Allow and provide safe use of natural areas for low impact recreation	4
Concern that this section implies the 'locking up' or prohibition of use of natural areas	4
Need to protect our foreshore in its natural state or for recreational use, not development	1
Need to make up for what we have lost of the natural environment through development – such as planting more street trees	1
There should be retainment targets for natural areas across the region	1
Concern over the loss of biodiversity to date	1
More green space is required	1
The goals and strategies don't outline, nor strive to protect what is unique	1
Concern over the amount of rubbish in our environment	1

Outcome - Places for People

Summary of Comments – Places for People (total 24)	Times Raised
Population growth is impacting upon ability to achieve under other outcome areas	6
Housing is unaffordable / concern for youth and growing families	5
Not enough places for mountain biking	5
Growth must be stopped	3
Need more recreational areas (and promotion of) in the natural environment	3
Green buildings should be defined and incentivised	1
More shaded areas	1
Schools should be smaller and community based	1
More dog areas	1
More schools and hospitals	1

Outcome - Community and Belonging

Summary of Comments – Community and Belonging (total 9)	Times Raised
Community differences across the region should be reflected	2
Requires recognition of indigenous heritage	2
11b should be expanded to include cultural and religious heritage	1
Needs to be more inclusive of people who are traditionally isolated	1
Creativity should be expanded to include live music	1
Wellbeing should be included in the goal or strategies	1
Concern for loss of youth activities over the years	1

Outcome - Vibrant Local Economy

Summary of Comments – Vibrant Local Economy (total 10)	Times Raised
More tourism is required (one suggestion of tourism and tourism infrastructure plans)	3
Local businesses require more assistance (one comment included a statement about preventing chains from operating within the region)	2
Need to attract and retain employees within the area to support a diverse economy	2
More jobs and job diversity is needed	2
Do not increase tourism	1
Concern over lack of support for local centres verse the growth of large shopping centres	1
The strategies are too narrow	1
Require more training and education facilities within the region to support the economy	1

Outcome - Transport, Infrastructure and Connectivity

Summary of Comments – Transport, Infrastructure and Connectivity (total 54)	Times Raised
There is a lack of transport infrastructure	15
Needs to be more transport options across the region, including rail, light rail and ferries in Pittwater	8
There is lack of continuous safe cycle networks, including options separated from road, and school cycling routes	7
The current situation is 'terrible', 'bad', or 'worst in Sydney'.	6

APPENDIX 2: Online Survey Analysis – CSP Stage 2

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Summary of Comments – Transport, Infrastructure and Connectivity (total 54)	Times Raised
Travel to outside the region is not easy or is inconvenient	5
Question over the value of the B-line bus or its limited reach	4
Needs to be more public transport services	4
No more growth until transport has been addressed	4
Transport is the first priority	3
No spit tunnel	2
Remove parking from main roads	2
More parking required	2
There is a lack of pedestrian networks	1
Council has a representative and lobbying role to play with regard to transport	1
The goals seem self-satisfied	1
This is outside the control of local government	1
Should be a specialised committee to tackle transport issues	1
Be more far-sighted with regard to technology and car sharing economy	1
The goal and strategies are too brief for such a complex issue	1

Outcome - Good Governance

Summary of Comments – Good Governance (total 8)	Times Raised
Concern that party politics will take precedence over good governance	2
Concern over poor performance in the past	2
Lack of transparency, including one questioning who wrote the Community Strategic Plan and why feedback hasn't been shown	2
Concern that future decisions would not be in the favour of former Pittwater	1
Good governance is a first priority for council	1

Outcome - Participation and Partnerships

Summary of Comments – Participation and Partnerships (total 7)	Times Raised
Concern that community feedback is not acted on	2
Representation should be sort at a community level (read: village/suburb)	2
Youth should be engaged more as it is their future	2
Participation and Partnerships should not be separate from Good Governance	1
Consultation shouldn't be overruled by minority groups or 'warlords'	1
An additional goal is needed for being a strong advocate for the community in the face of State and other agencies	1

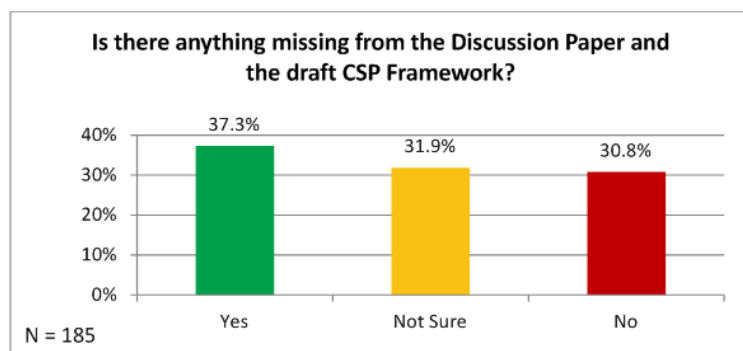
Outcomes - Overall

Summary of Comments - Overall (total 24)	Times Raised
It is too vague or unspecific	7
Requires specific measurable outcomes	4
In support of the outcomes/goals/strategies	4
Too wordy	3
Scepticism that goals will be actually be met	2
Too many motherhood statements	1
The goals should be more realistic	1
Missing original perspective for a unique area	1
Council has an advocate role for all outcomes	1

CSP FRAMEWORK OVERALL

Anything Missing

Participants were asked if there is anything missing from the Discussion Paper and the draft CSP Framework and invited to comment.

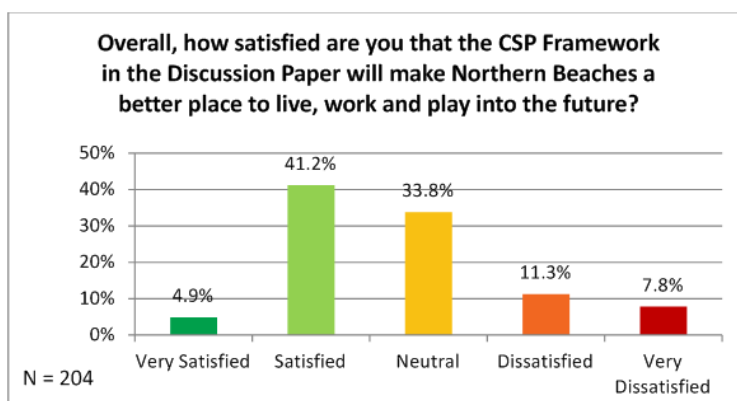


Summary of comments – CSP Framework Anything Missing (Total 75)	Times Raised
No / nothing missing	12
Detailed Strategic Planning - detailed plans, prioritisation of outcomes and consideration of the needs and priorities. One response suggested the need for consideration of constraints for each area within LGA	10
Specific Initiatives (Pets and wildlife, University for the Northern Beaches, Train line, Potholes, Footpaths, dog parks, rubbish and littering, pedestrian safety, sport infrastructure, Maintenance plan for Narrabeen lagoon)	9
Population Sustainability – population growth threatens lifestyle, places strain on infrastructure. Need to cease growth and improve infrastructure	7
Transport - improvement to public transport amenity, travel times, integration, separated cycle paths	7
Outdoor recreation and inclusion of cycling / Mountain Biking as a recreational activity. Concern around access to natural areas and desire to expand network of bush trails.	6
Wellbeing, Healthcare and Education have been left out. Specifically need to address mental health	4
Housing affordability - access to homes for our families and children as a priority rather than investors, housing for low income earners	4
Urban planning - more car parks per apartment (i.e. linking on-site car spots to the number of bedrooms), LEP charge for on-street parking, plans for improvement of congestion.	4
Role of council to advocate strongly for the community to State Government and other agencies to improve outcomes for the Northern Beaches	2
More needs to be done on environment and sustainability, including overshadowing and urban heat island affects	2

Summary of comments – CSP Framework Anything Missing (Total 75)	Times Raised
Elected representation / greater transparency	2
Indigenous culture and perspective needs to be incorporated	2
Goals are standard services and functions that councils provide. There were no stretch goals and no innovative or adaptive goals	2
Future focused - Lead the way to be innovative, sustainable, efficient and open - Community engagement platforms that encourage younger generations to provide input and have an impact	1
Development of a Tourism Infrastructure Development Plan and Tourism Master Plan	1
More detail as to how to provide a range of jobs locally.	1

Overall Satisfaction

Participants were asked how satisfied they are with the CSP Framework (vision, aspirations, outcomes, goals and strategies) in addition to providing any further comments.



Summary of comments – CSP Framework Overall Satisfaction (Total 104)	Times Raised
Development – Concerns about population growth and high rise development with comments highlighting negative impacts for the existing community including infrastructure strain, road congestion, parking, quality of construction, impacts on existing residents (overshadowing, overlooking) and concern about development of 'ghettos'.	15
Governance and Representation – Councillors must listen to the community, not just noisy elements who don't represent the majority, no party politics, concern about administrator	15
Wonderful in theory, would be very satisfied if the CSP Framework were fully implemented. Cynicism about it all being carried out in reality.	12

Summary of comments – CSP Framework Overall Satisfaction (Total 104)	Times Raised
Transport has been overlooked - needs commitment and to be top priority	10
Process for engagement / Online Survey - Not engaging enough, information provided too dense for a survey, don't have time to read it, took 1hr not 5mins, two column layout is impossible to read on a computer	9
Praise for the Discussion Paper and Draft Framework	8
Detail - Looking forward to seeing the 'How' in each area. Concern about it not being specific enough, a lack of direction meaning anything can fit within this. Too many motherhood statements	6
Housing affordability - I want to be able to continue living locally/ my children to live locally	5
Celebrate the heritage of the entire NBC area, need to capture unique essence, indigenous heritage needs more priority	5
Environment - protect environment by preventing 'development creep'	3
Education and Health need to be prioritised	3
Natural environment and lifestyle are interdependent	3
Sustainability - being carbon free, plastic free is a priority, need to keep waterways clean	3
Vision - Need to be aiming for world class standard, best in class, current is flat and says very little	3
Too much power for State government to over-ride local government policies and recommendations	2
Support for creative spaces and the arts	2
Support for social connectedness, issues with lad culture, support for churches in building social cohesion	2

Appendix 3 - 5

- 3. Written Submissions Analysis
- 4. Youth Inter-Agency Focus Group Analysis
- 5. Business Focus Group Analysis

Appendix 3:

Written Submissions Analysis

Written submissions were received via mail and email from individuals and on behalf of resident associations across the Northern Beaches. In total 10 written submissions were received, covering a range of issues.

A review of each submission was undertaken, with key comments consolidated across the submissions for consideration when finalising the draft Community Strategic Plan (CSP).

Table 1 Written Submission Comments

Framework Area	Summary of Comments – Written Submissions
Quantitative Analysis of comments	<ul style="list-style-type: none"> 8 responses emphasised a concern with population growth. Several highlighted this as a cause of many of the challenges faced by the region 7 responses made positive comments about the Discussion Paper, mainly that it was comprehensive, covering a broad range of issues. No negative submissions were made regarding the Discussion Paper 6 responses noted that statements were too vague; one suggested a clearer differentiation between goals and strategies 6 responses noted that they wanted the document to have a stronger focus on the natural environment 3 responses noted that an incorrect version of the Department of Planning population forecasts was used to inform the Discussion Paper 2 responses noted the lack of performance measures for the goals and strategies 1 submission noted that the community engagement process has been well organised; an efficient way to gather constructive feedback
Overall Framework	<ul style="list-style-type: none"> Goals and strategies could be more future focused Opportunity to leverage the relative advantages for the Northern Beaches in developing strategies to achieve the community's goals Prioritisation of outcome areas is important to guide decision making and manage inevitable conflicts and implement a long term approach Leverage international examples for ideas to address many of the challenges identified in the Discussion Paper as many challenges are not unique to the Northern Beaches
Vision	<ul style="list-style-type: none"> Three of the responses wanted a sharper vision that emphasises the natural environment and sustainability Emphasise community wellbeing and a high quality of life
Aspirations	<ul style="list-style-type: none"> None of the submissions mentioned or commented on the aspirations
Outcome – Protection of the	<ul style="list-style-type: none"> Suggestion to place this outcome area first to reflect community priorities

Framework Area	Summary of Comments – Written Submissions
Environment	<ul style="list-style-type: none"> Remove reference to the built environment Incentivise the community to protect bushland coasts and waterways Measure and report levels of indigenous biodiversity. Use only local native plants in commercial precincts
Outcome – Environmental Sustainability	<ul style="list-style-type: none"> Emphasise building resilience in responding to the risks posed by climate change Set and enforce environmental standards and targets including for new and existing developments and to improve water, energy and resource sustainability Educate, encourage, monitor, report and incentivise the community to improve sustainable resource use including decreased consumption, re-use and recycling 'Create cleaner urban environments' – this strategy needs to be more specific as clean can be interpreted in different ways
Outcome – Places for People	<ul style="list-style-type: none"> Council should lobby and work with the State and Federal Governments to lower rates of growth and immigration, build necessary infrastructure and maintain service levels Best practice sustainable land use planning is needed. Land sales that benefit from changes in zoning should be 'sold' to the State to preserve the windfall gain for provision of more affordable housing Unique character of individual localities should be embraced and planned for, including local needs and priorities with a range of facilities Provide open space for children to play and explore Acknowledge values associated with non-urban land and rural areas
Outcome – Community and Belonging	<ul style="list-style-type: none"> Strengthen sense of community and belonging through constructive partnerships between Governments and the Community or by uniting behind a cause
Outcome – Vibrant Local Economy	<ul style="list-style-type: none"> Prioritise provision of local jobs. Residential development is displacing job opportunities and increasing population is resulting in a declining proportion of people that live and work in the region Encourage and incentivise knowledge-based industries to operate locally, providing employment opportunities that match local skills Promote Northern Beaches as a 'green destination' for residents, visitors and businesses to differentiate and leverage relative advantages Promote and facilitate employment, training and education opportunities for a diverse range of employees (youth, disadvantaged, seniors)
Outcome – Transport, Infrastructure	<ul style="list-style-type: none"> Detailed strategies to address transport and sustainability had a common theme of improving active and public transport options whilst

APPENDIX 3: Written Submissions Analysis

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Framework Area	Summary of Comments – Written Submissions
and Connectivity	<p>reducing car based travel. Strategies include improving public transport connections to low density suburbs where topography prevents cycling and to sports facilities to reduce pressure on parking and congestion</p> <ul style="list-style-type: none"> • Infrastructure improvements – Some comments stated there should be no further growth until infrastructure has improved. Others commented that new infrastructure has negative impacts on quality of lifestyle and the environment (e.g. new roads) • Facilitate digital and physical communications infrastructure that support the needs of the business and residential community (including schools, hospitals, home-based working/business)
Outcome – Good Governance	<ul style="list-style-type: none"> • Establish targets and benchmarks to compare performance of Northern Beaches Council to other similar Councils • Implement governance systems that prioritise local priorities • Decisions and transactions need to be ethical and financially sound in the long-term • Suggestion that Good Governance and Participation and Partnerships should be worded as principles, rather than outcome areas
Outcome – Participation and Partnerships	<ul style="list-style-type: none"> • This is a legislative requirement of Council • Innovative methods are required to encourage 'constructive' community involvement. Increase public awareness to change behaviours and increase 'constructive' engagement to help solve problems. One comment suggested this could be done through schools • Some participatory processes exclude residents with specific knowledge of issues. Random selection is no guarantee that representation will be 'fair' • Success of the CSP is reliant on partnerships across the Community and State/Federal Government bodies

Appendix 4:

Youth Inter-Agency Focus Group Analysis

A focus group was held with representatives from a broad range of service providers who work with young people on the Northern Beaches. The session was held on 5 April 2017 as part of a regular youth inter-agency meeting at The Beaches School in Allambie. The objective was to validate the draft Framework for the Community Strategic Plan (CSP) with professionals working across youth, social services, disability, homelessness, drug and alcohol, disadvantage and mental health services.

The focus group ran for an hour with approximately 20 participants who were introduced to the Community Strategic Plan and the objectives of the session before splitting into groups for table based conversations on:

- Places for People
- Community and Belonging
- Transport, Infrastructure and Connectivity

Participants chose two outcome areas they were most interested in and had the opportunity participate in table based conversation across two 15 minute sessions. Participants were encouraged to provide input through post-it notes and verbal comments recorded by the table facilitator. These comments are summarised in table 1 below.

Table 1 Youth Inter-Agency Focus Group Comments

Outcome Area	Summary of Comments – Youth Inter-Agency Focus Group
Places for People	<ul style="list-style-type: none"> • Public Spaces and urban design need to consider the needs of young people to get them outdoors and off screens. Need places to hang out where they are welcome • Beautiful well-lit spaces are not ideal for young people; they need safe spaces where they don't attract attention from police, security and the general community. Not enough night life and activity after hours • Community hubs with art, theatre and music, create incentives for all ages • Better utilise libraries as a community hub and space for youth • Free Wifi is a great way to attract youth to sheltered public spaces • Playground design needs to accommodate people living with disability <p>Housing:</p> <ul style="list-style-type: none"> • Increasing rates of youth homelessness with conflict in homes escalating • Designated social housing for youth is needed, more rental subsidies, more social housing, we need to lobby State Government to foster Independence for youth • Short term housing accommodation is urgently needed • Best practice housing models are needed – e.g. Switzerland creating shared intergenerational housing for young people and seniors produces positive outcomes for both groups

Outcome Area	Summary of Comments – Youth Inter-Agency Focus Group
	<ul style="list-style-type: none"> We need to accommodate emerging cohort of young people from culturally and linguistically diverse backgrounds escaping forced marriage who need to move away from their local area due to safety
Community and Belonging	<ul style="list-style-type: none"> Health outcomes for youth and Aboriginal and Torres Strait Islander population Youth suicide is a significant problem despite affluence of the area Playground design needs to accommodate people with a disability Need more inter-generational “hubs” and programs (e.g. Library) Social inclusion references resonate for people living with disability Increasing development, density and growth with no corresponding increase in infrastructure and social services are placing strain on the community Community and belonging can be achieved through leisure and social services such as sporting facilities Multi-culturalism and diversity needs to be encouraged and promoted Aboriginal and Torres Strait Islander people – need Council support to encourage identification, art, cultural engagement, events and to close the gap in health, education and quality of life Equity – Opportunities need to be fully funded and accessible to those who cannot afford to purchase equipment, space and training
Transport, Infrastructure & Connectivity	<ul style="list-style-type: none"> Opportunity to reduce traffic congestion, improve youth independence and take pressure off families by catering to youth transport needs Improve transport within the beaches to improve accessibility between suburbs. Many suburbs are only serviced once an hour. Extending the Hop Skip Jump bus service would help Target specific transport needs with public transport – such as helping kids get from suburbs to weekend sport / extracurricular activities and special services for youth events such as YoYo's Technology/app based solutions to facilitate and promote car-pooling among parents Buses should have clearways on weekends and need to be reliable Bike paths should have a commuter focus with arterial routes, not just scenic and recreational paths Transport needs to feel safe for young people, particularly late at night and in the early morning. Issues with intoxicated people hanging around at major bus stops Education needed to help people understand our transport system – it's quite complex and challenging for culturally and linguistically diverse members of the community

APPENDIX 4: Youth Inter-Agency Focus Group Analysis

Appendix 5:

Business Focus Group Analysis

A focus group was held with eight representatives from the three local business chambers on 3 April 2017 at the Civic Centre at Dee Why. The objective was to validate the draft framework for the Community Strategic Plan (CSP) from the perspective of local businesses.

The focus group ran for two hours, during which participants were introduced to the Community Strategic Plan and the objectives of the session before participating in facilitated conversations on the following outcome areas:

- Vibrant Local Economy
- Transport, Infrastructure and Connectivity
- Places for People

Participants were encouraged to provide input through post-it notes and verbal comments were recorded. These comments are summarised in table 1 below.

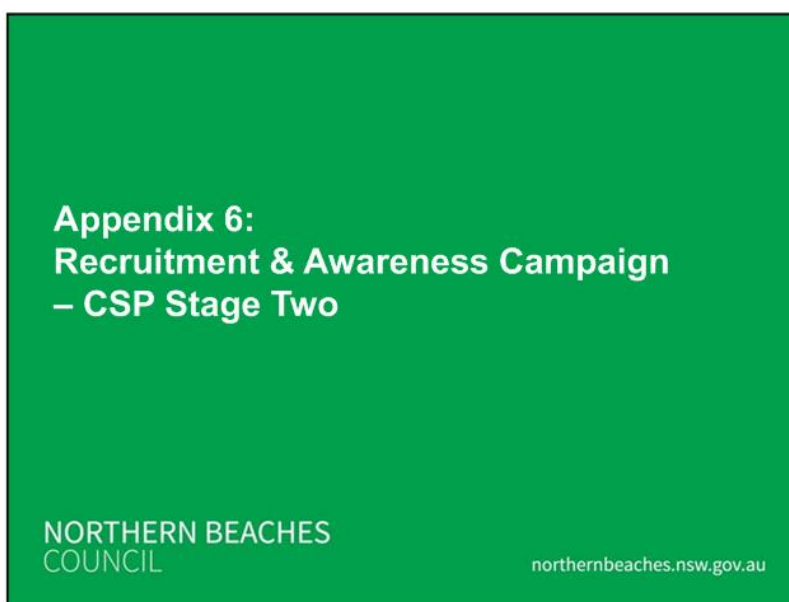
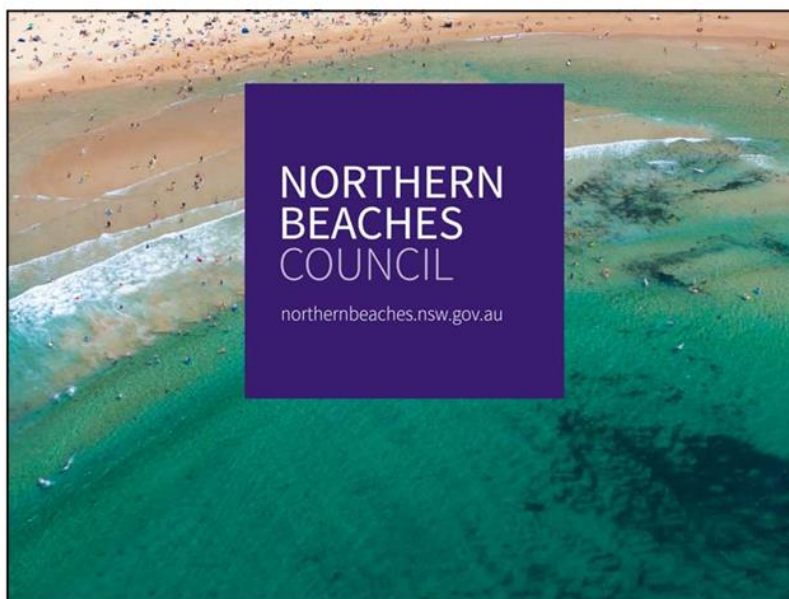
Table 1 Business Focus Group Comments

Outcome Area	Summary of Comments – Business Focus Group
Vibrant Local Economy	<p>Employment Lands</p> <ul style="list-style-type: none"> • Concern about retainment of employment lands in proposals to introduce affordable housing into industrial areas (e.g. Mona Vale) • Need to clarify what are employment lands with business. It is felt this term can be a bit restrictive. Does this include retail? Consider context of shop top housing ... e.g. is this good or bad for business? • Need to understand the differences between business uses and commercial uses in various places • Business and commercial lands need to be clearly 'set aside' in new villages and strategic centres <p>Innovation</p> <ul style="list-style-type: none"> • Concerns about how Council can deliver an innovative environment for business with initiatives such as business incubators • Council should focus on all businesses, not just innovators or start-ups, including home based businesses • Identify what Council can realistically do to improve access to information, incentive programs and enterprise support <p>Employment and education</p> <ul style="list-style-type: none"> • Employment and education opportunities is considered to be beyond the control of Council • Employment and education is considered important to local business and support for workforce development and training, such as apprenticeships • Attracting knowledge based industries is needed to cater for our skilled population; however questions were raised about how to do this

Outcome Area	Summary of Comments – Business Focus Group
	<ul style="list-style-type: none"> • Discussion on whether to focus on specific industries, or all businesses • Ability to attract and retain a diverse workforce is strongly linked to housing affordability • Typically what attracts big business to Northern Beaches is local capital. As an example a CEO or start up founder may already live locally, enjoy the lifestyle of living and working locally (environment), have access to financing (economic) and be able to find high-skilled employees (human) • Promotion of the Northern Beaches lifestyle in keeping with local character – this is important but how do we do this? <p>Events & Tourism</p> <ul style="list-style-type: none"> • Need to simplify the process to allow tourism related events to take place • Facilitate events to support businesses, such as Manly surf industry • Improve traffic controls/parking to support events • Skills shortages are limiting growth in tourism sector • What is meant by “sustainable tourist economy”? Economic, social or environmental sustainability?
Transport, Infrastructure & Connectivity	<ul style="list-style-type: none"> • Need to be more ‘forward thinking’ ...cars may be obsolete in 25 years and more shared economy new technologies with people sharing cars or driverless cars • Reducing car dependency and increasing use of public transport is difficult in practice • Need a long term view to increase infrastructure – need to consider options for light rail (like Kellyville) and tunnel • Strategy is CBD centric – how to stimulate local economy and centres rather than connect to outside business centres? • Different centres have different parking and travel needs (ie Manly needs to support large number who cycle, other centres need to improve public transport and active transport access) • Good internet speed is essential for achieving goals, need to support businesses with cyber security issues with use of Wi-Fi
Places for People	<ul style="list-style-type: none"> • Business community is concerned with parking and landscape controls in village centres • Appearance of villages and centres is important to business (e.g. Balgowlah improvement program is expected to revitalise retail strip)

Appendix 6

Recruitment and Awareness Campaign



'SHAPE 2028'

Marketing and Communications

A coordinated marketing and communications campaign framed the Community Strategic Plan (CSP) as something the individual should participate in. A relaxed tone and strong call to action helped break down barriers and reframe the CSP into something exciting and relevant to the individual and community.

Messaging was consistent and bold featuring a call to action to "chat" and help "SHAPE 2028". Print and digital marketing activities featured engaging content that delivered broad reach.

Campaign Highlights:

- Built awareness and recognition of the Community Strategic Plan and its importance for the future of the area
- Innovative use of videos and engaging social media content to generate a wide reach, with one Facebook post reaching 36,000 people and generating over 900 'clicks' to the online survey
- Unprecedented number of registrations for Youth Workshop resulting in a doubling of the initial allocation of spaces.
- Achieved broad representation of the community across age and gender from 14 years to over 70 - when participation across Community workshops, forums and the online survey are considered
- Produced four purpose specific videos to help frame the CSP session, delivering consistent experience across all four sessions
- Produced two teaser videos to drive engagement and call to action to attend workshops and complete survey
- Video materials and photography captured from engagement events will help communicate the outcomes of stage 2 for Stage 3 engagement campaign

Awareness Activities

Recruitment & Awareness	Description (Stage 2)	Groups Targeted	Reach
Print Advertisements	Manly Daily (Weekly)		144,000
	Peninsular Living (Monthly)		70,000
	Pittwater Life (Monthly)		30,000
	Covered - Double page spread (Quarterly)	General Community, including the elderly	30,000
Media Release	Including quotes and infographics to support editorial content	General Community	Media Coverage
Postcards	Letterbox drop to Northern Beaches households Youth postcards distributed through youth interagency organisations, youth week events and at council centers	General Community Youth, including disadvantaged & disabled	126,000 households
Posters & Discussion Paper Hand Copies	Displayed in Customer Service Centers (4), Libraries (7) and Childcare centers alongside postcards	General Community	2000
Signage	Corflute signs at commuter wharves targeting offshore communities at 16 locations	Offshore / Isolated communities	Estimated reach of 600
Bulk Emails	Community Engagement Register	Broad community & target group organisations	12,000
Electronic Mail Distribution	'What's On' Email List		60,000
	Council News Email List	General Community, young families	60,000
Website	Childcare Weekly Update - Educa Platform		700
	Featured on front page of Council Website YourSay page	General Community	26,700
Social Media	Facebook, Twitter, LinkedIn	Youth, Young Adults and 'Time-Poor'	36,000
Randomised Recruitment	Randomised telephone recruitment for Community Workshop participants was conducted by Jetty Research.	Members of the community who don't usually engage with Council	100

Postcard & Posters

- Postcard Letterbox Drop to ~126,000 households
- Posters & Postcards displayed at Libraries (7), Customer Service Centres (4) and Childcare Centres
- Corflute Signs placed at 16 commuter wharf locations to reach offshore communities



Youth Workshop Postcard



Print Media - Manly Daily

Reach = 144,000

- Weekly print advertising in the Saturday Manly Daily in Council's 'What's On' and 'YourSay' sections
- Media Release resulted in editorial coverage

Peninsula millennials fail to sign up to have their say in how their suburb will look

Byline: Northern Manly Daily
March 23, 2017 9:22am

- A chance for dogs to have their say
- Geoff Downey signs to coaching role with Tigers

MILLENNIALS have so far declined to play a role in shaping the peninsula's future, with just three per cent of participants lining up to have a say on what their suburb should look like.

More disturbingly, of the margin 15 people registered to participate in the Northern Beaches Council's community strategic plan workshops, just one is under the age of 25.

Over 100 millennials are thought to have been between 1981 and 1997, including young parents and professionals.

The strategic plan will help from the blueprint for the new elected council's decision-making and commitment over the next 10 years.

WHAT'S ON?

SHAPE 2028
Your Community Strategic Plan will help guide local decision-making and community participation over the next decade.

Share your thoughts at one of our workshops where we'll be listening to the voice of the community.


- Mon 22 Mar, 4 - 8:30pm
Manly Golf Club
- Tue 23 Mar, 6 - 8:30pm
Pensinsula Arts
- Sat 1 Apr, 12 - 4:30pm
Deo Why Council Chambers
- Tue 4 Apr, 6 - 8:30pm
Manly Vale Golf Club

Register at yoursay.northernbeaches.nsw.gov.au

OUR COMMUNITY, OUR IDENTITY
In conjunction with the development of the Community Strategic Plan we are inviting residents to participate in informal workshops to help us understand what the new Northern Beaches Council represents for the community.


- Wed 23 Mar, 6 - 8pm
Franklin Community Arts Centre
- Sat 25 Mar, 12 - 3pm
Avalon Recreation Centre
- Tue 23 Mar, 6:30 - 8:00pm
Manly Vale Community Service Centre
- Wed 23 Mar, 6:30 - 8:00pm
Torrey Hills Community Centre

For details and to register your interest go to yoursay.northernbeaches.nsw.gov.au



Local Magazines

Reach:
 Peninsular Living (Monthly) = 70,000
 Pittwater Life (Monthly) = 30,000
 Covered - Double page spread (Quarterly) = 30,000




Our Community Strategic Plan will help guide local decision-making and community participation over the next decade.

Not to mention your contribution (with today's local residents) to the future of the area. It's about to be the voice of the future.

And we'll have you at the table.

Register today at yoursay.northernbeaches.nsw.gov.au



COVERED
Autumn 2017

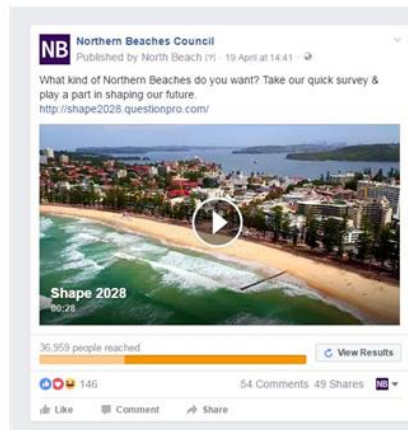
Connect

COVERED is your FREE go to guide for everything local. Filled with interesting reads & great value offers. Available in print & on our interactive website

Social Media

Reach >36,000

- Facebook post featuring a short teaser video reached over 36,000 people and achieved over 900 'clicks' to the online survey
- Sponsored posts targeted demographics under-represented in workshop registrations for both Community Workshops and Youth Workshop to boost representative engagement
- Youth Facebook pages and Council's Kalof Application targeted recruitment of participants for the youth workshop
- LinkedIn and Twitter used to reach different audiences



Bulk Emails & EDM



What's On – Email Distribution, Reach = 60,000
Features Council events and activities



YourSay Email Distribution, Reach = 14,000
Community engagement email list features projects open for comment



Council News Email List, Reach = 60,000



'Educa' Weekly Update = 700 Families

Educa is an online platform used by Council childcare centres to keep parents updated on their child's progress

Lucky Door Prize

To Thank Community Workshop Participants

- Promote the wide range of Council facilities and services
- Finished each workshop on a high note to encourage future participation

Name

Phone

Which lucky door prize would you choose?

- ☐ Glen Street Theatre - two tickets to a Production
- ☐ Northern Beaches Council Beach Parking Permit 2018
- ☐ Vacation Care
- ☐ 5 Days of care at Forestville Youth Centre or Cromer Community Centre
- ☐ Manly Andrew 'Boy' Charlton Aquatic Centre - 3 Month Membership includes access to gym, group fitness, spa, sauna, steam room and pools.

* Prizes are subject to the terms and conditions of each service

NORTHERN BEACHES COUNCIL northernbeaches.nsw.gov.au

SHAPE 2028
Enter to win!







MANLY ANDREW
'BOY' CHARLTON
AQUATIC CENTRE



Glen
Street
Theatre



