

AGENDA

ECONOMIC, DEVELOPMENT & TOURISM STRATEGIC REFERENCE GROUP MEETING

Notice is hereby given that a meeting of the Economic, Development & Tourism Strategic Reference Group will be held in the Guringai Room, Civic Centre, Dee Why on

THURSDAY 20 APRIL 2017

Beginning at 5.00pm for the purpose of considering and determining matters included in this agenda.

To Committee Members

Jose Menano-Pires (Chair)	Implementation Advisory Group
Michael Regan	Economic Local Representative Committee
Sue Heins	Economic Local Representative Committee
Huw Adler	Resident – Curl Curl Ward
Vladimir Balandin	Resident – Frenchs Forest Ward
Owen Coughlan	Resident – Pittwater Ward
John Dwyer	Resident – Frenchs Forest Ward
James Ferguson	Novotel Manly Pacific Hotel
Matthew Hindman	The Efficiency Group and Associated Family Entities
Adam Johnston	Resident – Frenchs Forest Ward
Nicki Doble	Pittwater Business Limited
Samantha King	Business Education Network and Warringah Chamber of Commerce
Gordon Lang	Resident – Curl Curl Ward
Louise Lye	Resident – Manly Ward
Ross Manford	Resident – Manly Ward
Peter Middleton	Resident – Pittwater Ward
Daniel Robertson	International College of Management
Andrea Tattam	Resident – Pittwater Ward

Council Officer Contacts

Mick Darda	Executive Manager Place Management
Lindsay Godfrey	Executive Manager Community Services
Deb Kempe	Economic Development Co-ordinator
Ximena Von Oven	Administration Officer Governance

Quorum

Majority of members (excluding vacant positions)

**Agenda for a meeting of the Economic, Development & Tourism
Strategic Reference Group**

to be held on Thursday 20 April 2017

in the Guringai Room, Civic Centre, Dee Why

Commencing at 5.00pm

1.0	APOLOGIES	
2.0	DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST	
3.0	REVIEW OF MEETING NOTES	
3.1	Minutes of Economic, Development & Tourism Strategic Reference Group held 16 February 2017.....	1
4.0	AGENDA ITEMS	6
4.1	Workshop on SRG Directions Paper - Economic Development and Tourism	6
4.2	Update on the Development of the Community Strategic Plan	27
5.0	UPDATE ON ACTIONS FROM LAST MEETING	
	Nil	
6.0	GENERAL BUSINESS	
	NEXT MEETING Thursday 22 June 2017	

2.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

2.1 MINUTES OF ECONOMIC, DEVELOPMENT & TOURISM STRATEGIC REFERENCE GROUP HELD 16 FEBRUARY 20171

RECOMMENDATION

That the Minutes of the Economic, Development & Tourism Strategic Reference Group held 16 February 2017, copies of which were previously circulated to all Members, be confirmed as a true and correct record of the proceedings of that meeting.

NOTES

ECONOMIC, DEVELOPMENT & TOURISM STRATEGIC REFERENCE GROUP MEETING

held in the Guringai Room, Civic Centre on

THURSDAY 16 FEBRUARY 2017

Notes of the Economic, Development & Tourism Strategic Reference Group Meeting

held on Thursday 16 February 2017

in the Guringai Room, Civic Centre

Commencing at 5.01pm

ATTENDANCE:

To Committee Members

Sue Heins	Economic Local Representative Committee
Huw Adler	Resident – Curl Curl Ward
Vladimir Balandin	Resident – Frenchs Forest Ward
Owen Coughlan	Resident – Pittwater Ward
John Dwyer	Resident – Frenchs Forest Ward (arrived 5.13pm)
James Ferguson	Novotel Manly Pacific Hotel
Matthew Hindman	The Efficiency Group and Associated Family Entities
Adam Johnston	Resident – Frenchs Forest Ward
Nicki Noble	Pittwater Business Limited (arrived 5.29pm)
Samantha King	Business Edu Network and Warringah Chamber of Commerce
Gordon Lang	Resident – Curl Curl Ward
Louise Lye	Resident – Manly Ward (arrived 5.07pm)
Ross Manford	Resident – Manly Ward
Peter Middleton	Resident – Pittwater Ward
Daniel Robertson	International College of Management
Andrea Tattam	Resident – Pittwater Ward

Council Officer Contacts

Mick Darda	Executive Manager Place Management
Lindsay Godfrey	Executive Manager Community Services
Melissa Lee	Governance Manager

Council Officers

Micheal McDermid	Executive Manager Corporate Strategy & Planning
Deb Kempe	Economic Development Coordinator

Quorum

Majority of members (excluding vacant positions)

1.0 APOLOGIES

That apologies from Michael Regan and Jose Menano-Pires be noted.

2.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

Gordon Lang declared a less than significant, non pecuniary interest as he owns and operates a printing company and has undertaken work for Council in the past.

NOTE: Gordon Lang requested that he wanted his membership on the committee to represent that he is a member of business within the Curl Curl Ward, not just a community member of the Curl Curl Ward.

3.0 CONFIRMATION OF NOTES OF PREVIOUS MEETINGS

3.1 NOTES OF ECONOMIC, DEVELOPMENT & TOURISM STRATEGIC REFERENCE GROUP HELD 3 NOVEMBER 2016

DECISION

That the Notes of the Economic, Development & Tourism Strategic Reference Group held 3 November 2016, copies of which were previously circulated to all Members, are hereby confirmed as a true and correct record of the proceedings of that meeting.

4.0 AGENDA ITEMS

4.1 COMMUNITY STRATEGIC PLAN DEVELOPMENT WORKSHOP

DISCUSSION

M McDermid gave a presentation to the group, defining what the CSP actually was, and what it meant to the group and the community. He followed this with a CSP overview, looking back, where we were in September 2016 and what we did (Stage 1), advising the group that council is now in Stage 2. Council wants to road test the framework with the SRG prior to taking it to the community.

Stage 1 outcomes:

- Vision statement
- Well defined priorities
- Good community participation
- Overall support

Priority areas within the following areas:

- Environment
- Social
- Economic

M McDermid advised that the discussion paper purpose and objectives (as part of Stage 2) are intended to reflect back, identify goals and strategies, facilitate open dialogue and consider

relationships between issues.

Themes/ outcomes going forward including community priorities come from the consultation and discussion paper themes.

The vision sits at the centre of what council does. Council has a vision statement, however there are a lot of aspirations and priorities that sit under these.

Lastly, he advised that the workshop objectives included an opportunity to have a look at the framework, asking do the goals and strategic considerations reflect community needs (yes/ no) and if no, why not? Is anything missing?

Discussion points raised within the group discussion:

- Next steps/ where do I go/ co-working places, lack of good business training
- We have an opportunity within the vision to promote the business community across the Northern Beaches
- Important that each of you capture your ideas
- If we are the economic, development and tourism SRG, it should support/ attract/ maintain business
- The evening economy
- Are we going to build it locally, are we going to advocate to the state etc. to promote the Northern Beaches
- Tourism/ competitive advantage
- Newest hospital in the state, no medical facilities (learning centres etc.) to support this – this will become a health hub, which will eventually attract this type of business
- Balance – the future and business's doing business in current business hubs (e.g. Blackmores, Pharmacare, Roche)
- Quite inwards focussed, we need to be more outward looking
- Embellish and promote things we already have, encourage tourism which will bring a broader advancement to the area
- Push for a university at the northern end of the beaches, will generate business and jobs
- Home and Away land
- A targeted strategy might be a good approach – to hit the target market (engage in areas important to them, not the whole thing)

NOTE: The presentation is appended at Attachment 1.

DECISION OF EXECUTIVE MANAGER CORPORATE STRATEGY & PLANNING

That the Economic Development and Tourism Strategic Reference Group participate in a workshop to assist in the development of the Community Strategic Plan.

4.2 ECONOMIC DEVELOPMENT AND TOURISM SRG DIRECTIONS PAPER

DISCUSSION

M Darda gave an overview of the purpose of the workshop. D Kempe discussed Northern Beaches businesses with the group and advised that as part of the CSP ssues paper, there were economic opportunities. As part of the CSP engagement a business focus group was held and issues from a business perspective were discussed including the follow high level topics:

- Live/ work balance

- Challenges
- Opportunities
- How to deal with council

D Kempe advised it was time to break into three groups and workshop the following areas:

- Start up business
- Expanding micro business
- Medium sized business – looking to relocate or close down?

The group decided to workshop each of these areas as a whole group.

Action:

1. That copies of former council's economic development plans (i.e. Pittwater and Warringah) be provided to the group for their consideration.

NOTE: The discussion points from the workshop are appended at Attachment 2.

DECISION OF ECONOMIC DEVELOPMENT COORDINATOR

That members of the Economic Development and Tourism SRG participate in a workshop to inform the SRG Directions Paper.

SUMMARY OF ACTIONS

ACTION

RESPONSIBLE OFFICER

That copies of former council's economic development plans (i.e. Pittwater and Warringah) be provided to the group for their consideration.

Economic Development Coordinator

The meeting concluded at 7.20pm

This is the final page of the Notes comprising 5 pages numbered 1 to 5 of the Economic, Development & Tourism Strategic Reference Group meeting held on Thursday 16 February 2017 and confirmed on Thursday 20 April 2017

4.0 AGENDA ITEMS

ITEM 4.1	WORKSHOP ON SRG DIRECTIONS PAPER - ECONOMIC DEVELOPMENT AND TOURISM
REPORTING OFFICER	EXECUTIVE MANAGER PLACE MANAGEMENT
TRIM FILE REF	2017/085827
ATTACHMENTS	1 ↓ CSP Discussion Paper Extract 2 ↓ Manly Council Tourism Policy 3 ↓ Review of Warringah Economic Development Plan Actions

ISSUE

Inform development of an Economic Development & Tourism SRG Directions Paper.

BACKGROUND

As the key output of this SRG, an Economic Development & Tourism SRG Directions Paper will be prepared. This will summarise discussions and feedback of this SRG since its first meeting in September 2016.

At the last SRG session in February 2017, members reviewed the Vision Statement, Goals and Strategies for the Community Strategy Plan (CSP) Discussion Paper, with a focus on those areas that relate to jobs and the economy.

That session also engaged SRG members in a workshop to identify the needs of local businesses at differing stages of development and the role that council, and other stakeholders, could play in addressing these varying needs.

It is intended that the Economic Development & Tourism SRG Directions Paper will inform future preparation of an Economic Development Plan for the Northern Beaches.

DISCUSSION

The purpose of this April SRG session is to delve deeper into what might be some of the actions Northern Beaches Council could consider in addressing the relevant Goals and Strategies in the CSP Discussion Paper. Below is an outline of suggested pre-reading for members.

CSP Discussion Paper (extract attached)

SRG members will break into 2 groups to workshop potential actions for the '*Vibrant Local Economy*' outcome section (extract in Attachment 1). This is the most relevant outcome area to supporting the region's economy, but other outcomes such as '*Transport, Infrastructure and Connectivity*' are also important. The full Discussion Paper is here (see Library tab)

<http://yoursay.northernbeaches.nsw.gov.au/communitystrategicplan2>

Former Council Plans and Policies

Additional background which members may also want to review prior the meeting are the existing Economic Development Plans (EDP) for former Warringah (2011) and Pittwater (2012). Former Manly did not have an EDP but did have policies relating to economic development and tourism, such as a Tourism Policy (Attachment 2).

For former Pittwater, the EDP comprised of a series of discussion papers addressing several topics relating to the area's local economy and challenges and opportunities for economic development and business growth.

http://www.pittwater.nsw.gov.au/places/business/economic_development_plan/discussionpapers

These included:

- historic and recent economic trends;
- villages and towns;
- business infrastructure and networks;
- industry strengths and comparative advantages; and
- regional context and linkages

Each discussion paper identified opportunities areas which have informed economic development actions within the Pittwater Operational Plans.

For former Warringah, an EDP identified 4 Overarching Themes:

<http://www.warringah.nsw.gov.au/sites/default/files/documents/general-information/economic-development/economicdevplan2011web.pdf>

- *Growing Employment Opportunities*
Developing a strong local economy which promotes enterprise and innovation, builds a skilled and educated workforce and contributes to a high quality of life for the community
- *Council providing Information, Support & Advice*
Council will provide support to increase business engagement and awareness of the contribution of business, build business capability and promote, strengthen and profile the area's competitiveness
- *Advocacy for local and regional initiatives*
Recognising the importance of the local and regional economies associated with decisions and projects such as transport, jobs and infrastructure, which support sustainable economic development
- *Connectivity, engagement and communication*
Initiating and fostering business networks, partnerships and other mechanisms to connect, promote and grow business

Section 8 – Implementation of the EDP identified 15 Priority Actions for 2011-2016. Underneath these priority actions were 40 more specific tasks/actions. Attachment 3 is a summary of these specific actions along with a brief commentary of key achievements to date.

The EDPs demonstrate the scope of actions that Councils have previously identified to support local economic development. They can inform discussion around potential themes and actions to carry forward into future economic development planning for the new Northern Beaches area.

RECOMMENDATION OF EXECUTIVE MANAGER PLACE MANAGEMENT

That SRG members:

- a. Review, prior to the meeting, the CSP Discussion Paper and former Economic Development Plans.
 - b. Participate in the workshop on identifying themes and actions for economic development planning for the Northern Beaches.
-



Vibrant Local Economy

WHY IS THIS A PRIORITY?

The community have told us they want a thriving and diverse local economy that provides a mix of jobs which suits a broad range of professions and lifestyles, reduces commuting times, encourages innovation, attracts business and industry, and adds vibrancy to our urban centres and villages.

The community engagement from the first round of consultation shows that economic development (diversity, innovation, growth, local employment, education, and tourism) is important for the Northern Beaches community. For instance, 14% of participants in the first round of engagement nominated this issue as a top priority.²⁹

The economy has a direct bearing on the wellbeing of the community. The high cost of housing increases pressure to earn more money. In turn this emphasises the need for better education and employment choice.³⁰ Further, it means that families with children often are time poor and parents find it difficult to balance work commitments with the need to look after children.

Add a stressful commute on congested roads to the equation of making ends meet, and the

pressures on families build up. This is particularly true for young families and young adults, who increasingly are choosing (or being forced by circumstance) to move out of the area. A strong local economy and job market is necessary for a healthy, connected community.

Seen from the business community's viewpoint, the combination of cost of housing and lack of efficient transport are posing significant challenges in attracting and retaining workers, businesses and industry to the area.

WHERE ARE WE NOW?

Economic growth patterns

Northern Beaches has a strong and stable economy valued at \$13.35 billion in 2015 and provides an estimated 95,000 jobs.³¹ The economy grew by \$1 billion in the period 2005–2015 and by an estimated 5,000 jobs in the same period. While the economy and jobs have grown over the past years in absolute terms, the population has grown more. The proportion of people in the local workforce has grown by 11% over the 2005–2020 period, while local jobs grew by 5%. Consequently, the proportion of residents who live and work in the region declined from 50.2% in 2006, to 49.2% in 2011.³²

²⁹ Summary of community feedback, Northern Beaches Council 2016, n=2467 comments

³⁰ Northern Beaches Affordable Housing Needs Analysis, 2016

³¹ Northern Beaches Council, Economic Profile, economy.id

³² Ibid

Industry composition

The main industry drivers of the economy on the Northern Beaches are 'Wholesale', 'Professional Services' and 'Healthcare' sectors. Jobs are concentrated in retail, healthcare and construction sectors. The manufacturing industry is declining (although it is still the fourth largest economic contributor) and there is market pressure for rezoning of some industrial and business zoned lands into residential. There are only a limited number of medium or large employers (over 20 employees) in the local government area (only 2% or approximately 600 businesses). The lack of diversity in industry composition is a key challenge for the future.

Employment

Northern Beaches enjoys a relatively low unemployment rate at 3.5%. However, youth employment and education is 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. Our workforce is highly professional (28% professional and 17% managerial) and very well educated (28% have a bachelor or higher degree and 28% have a certificate, diploma or advanced diploma).³³ However jobs available in the region are not meeting the skills and aspirations of employed residents: there are five employed residents in the financial and insurance sector to every locally available finance and insurance job.

The key to addressing employment and economic growth challenges is greater business diversity. We must attract a mix of new business, ranging in both scale and in industry sector. We also need to protect and reinvigorate our employment areas by integrating them with transport and ensuring connection to the wider metropolitan and global economy. As well, the needs of small businesses should be supported – for example through business spaces/hubs, networks and support services.

WHERE SHOULD WE BE HEADING?

The complex and interrelated challenges that affect the local economy the most are housing, transport, education (including vocational education) and availability of skilled workers. Although these areas are 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.³⁴

Under the NSW Government's plans, the Northern Beaches Hospital Precinct in Frenchs Forest has been identified as a strategic centre and Brookvale-Dee Why, Manly and Mona Vale have been identified as district centres. These centres will be the focus of future jobs and business growth (see box below for job targets).

To achieve the job targets for the four Strategic/Direct Centres, Northern Beaches Council needs to plan for an additional 12,500 jobs over the next 20 years (this being the upper limit of the expected range). This is a 32% increase on existing jobs in these centres.

NSW GOVERNMENT TARGETS

The (Draft) District Plan identifies broad job growth targets for the Sydney metropolitan area. For Northern Beaches, jobs growth in strategic and district centres over the next 20 years is estimated to be in the following ranges:

Strategic Centre:

- **Northern Beaches Hospital Precinct:** 2,300 – 3,300 additional jobs

District Centres:

- **Brookvale-Dee Why:** 3,000-6,000 additional jobs
- **Manly:** 1,000 to 1,500 additional jobs
- **Mona Vale:** 700 to 1,700 additional jobs

³³ Northern Beaches Council, Economic Profile, economy.id

³⁴ The Government's plans for Sydney and for Northern Beaches are described in *A Plan for Growing Sydney* (currently under review) and the (Draft) *North District Plan*. Once finalised, these plans will set long term strategic direction for the area.

DRAFT **GOALS AND STRATEGIES**

The following draft goals and strategies have been developed in direct response to the issues and considerations raised by community members during the first round of engagement.

They are a starting point for discussions with the community about how we can make the Northern Beaches an even better place to live.

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

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

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

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

14) Our local businesses create a diverse range of opportunities for work, education, leisure, and social life

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

Do you support the draft goals and strategies for stimulating a vibrant local economy?

Visit our website to let us know what you think - yoursay.northernbeaches.nsw.gov.au



Transport, Infrastructure and Connectivity

WHY IS THIS A PRIORITY?

Community members have voiced strong frustration with traffic congestion, travel times and the lack of viable active travel (walking and cycling) and public transport options on the Northern Beaches. Though congestion affects all residents and visitors, frustrations with traffic congestion 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 local government area.

Transport, infrastructure and connectivity are key elements in creating a safe, inclusive and connected community. Poor transport options and increasing travel times is costly on several levels: social (stress, loss of time), economic (loss of productivity, difficulties in attracting and retaining business) and environmental (pollution, land use).³⁵

WHERE ARE WE NOW?

The Northern Beaches population is geographically dispersed across a large land area (257km²) and with an extensive road network (in the order of 850km). Low density in many areas makes public transport less feasible and the provision and maintenance of infrastructure difficult and costly. However roads, infrastructure and public transport is essential to the future of the region.

³⁵ Recent large scaled research confirms that traffic congestion causes stress and has a direct and significant impact on our overall health and wellbeing. Haider, Kerr, and Badami 2013

Roads

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 as well as risks of natural hazards and storm events to these significant assets. A recent national audit of the country's infrastructure identified Warringah Road and Mona Vale Road as two of the costliest transport corridors to the Australian economy.³⁶ The East/West corridor is of critical importance to the economic growth of the area as it links Northern Beaches to Chatswood and the 'Global Economic Corridor' (as identified in the Government's *A Plan for Growing Sydney*).

Waterways

The Manly Ferry interchange provides an important gateway to Sydney CBD.³⁷ Other ferry services on the Northern Beaches include the Palm Beach and Church Point ferries. These services and related infrastructure provide essential connections to and from offshore communities.

Public transport and active transport

The Northern Beaches' main public transport corridors are restricted to bus and ferry services (there are no rail services), where the North/South route along Pittwater Road and to Manly ferry provides the most frequent and extensive service in the area. There is

³⁶ Infrastructure Australia 2015

³⁷ Nearly one fifth of all ferry users across Sydney live on the Northern Beaches. The wharf at Manly is the second busiest in Sydney after Circular Quay. NSW Ministry of Transport 2009

currently no express public transport options available on the East/West corridor (along Warringah Road and Mona Vale Road) and active travel options east/west are inhibited by topography challenges and safety issues.

The Northern Beaches enjoys an extensive network of bicycle and walking paths which provide much valued recreational opportunity. However there is only very limited supply of end of trip facilities (e.g. bike parking) at key transport interchanges.³⁸ The Manly Ferry interchange is one of the few places that provides undercover bike parking.

The limited transport options on the Northern Beaches and the congestion on our roads have direct impacts on the economy and on people's career choices. It also has a profound effect on people who don't drive a car and is a major risk factor in terms of social isolation as access from suburbs or more remote parts of the area to public transport hubs can be difficult. Young people, seniors, and people who live with a disability are especially affected.

Connectivity

The arrival of nbn™ network to the Northern Beaches creates exciting new opportunities for local business to sell new products and services, exploit new channels to market and to offer services globally. nbn™ is planned to be available to all business and residential premises on the Northern Beaches by 2020, with key employment hubs such as Brookvale expected to have access to nbn™ as early as April 2017.

NORTHERN BEACHES TRAVEL PATTERNS

- 71% of all daily trips are in a private vehicle. This is higher than the Sydney average of 64%
- 65% drive their own vehicle to work. The average travel to work time is 30 minutes
- Residents travel an average distance of 29km each day, with each trip being an average distance of 7km
- 17% of people walk and 7% use public transport, which is less than the Sydney average (22%, 11%)
- There are 161,000 private vehicles (averaging 1.7 cars per household) on the Northern Beaches

(Transport for NSW 2016)

³⁸ There is somewhere in the order of 480km of footpaths on Northern Beaches

WHERE SHOULD WE BE HEADING?

The logistical and geographical challenges of transport to and within the Northern Beaches call for strategies that not only aim to reduce road congestion through building better roads and infrastructure, but also aim to reduce overall car dependency. We need to create more jobs locally, promote flexible, digital workplaces, and integrate transport and housing in sustainable urban design that promotes active travel, public transport and carsharing options.

Provision of infrastructure, main roads and public transport is the responsibility of the NSW Government. However Council, the community and stakeholders play a crucial role in integrating transport with other strategic planning priorities and advocating for better transport solutions across the local government area, reaching isolated or low density areas.

The NSW Government has earmarked \$633 million for transport investments on the Northern Beaches. Key highlights include the Bus Rapid Transit (B-Line) which will provide an express connection from Mona Vale to Sydney CBD, additional commuter parking which will take up to 800 cars off the road during peak hours, and improvements to Warringah Road (investments in underpasses), Mona Vale Road, and Wakehurst Parkway.³⁹ The NSW Government has also acknowledged the importance of addressing the Spit Bridge traffic bottleneck.

In addition to these improvements, Council and the Government are working together to deliver a 30km uninterrupted cycle and walkway from Palm Beach to Manly, building on the existing infrastructure.

The NSW Government's initiatives are a welcome start but do not meet the long term needs of the community. We need to think holistically about reducing car dependency while continuing to advocate for better and more sustainable transport and infrastructure. In particular, we need to advocate for express public transport that extends from Manly to Palm Beach as well as from east to west (connecting Northern Beaches Hospital Precinct with the Global Economic Corridor).

³⁹ Transport for NSW 2016 Northern Beaches Transport Action Plan

DRAFT **GOALS AND STRATEGIES**

The following draft goals and strategies have been developed in direct response to the issues and considerations raised by community members during the first round of engagement.

They are a starting point for discussions with the community about how we can make the Northern Beaches an even better place to live.

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

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

17) Our community and visitors are able to easily connect and communicate through reliable communication technologies

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

16) Our community and visitors are able to easily access and enjoy the diverse villages and places within the Northern Beaches

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

Do you support the draft goals and strategies for improving transport, infrastructure and connectivity?

Visit our website to let us know what you think - yoursay.northernbeaches.nsw.gov.au

APPENDIX

REFERENCES AND BIBLIOGRAPHY

(Click on the link to open the documents)

References

AECOM 2016 **Transport on Demand**. AECOM Brilliant Cities report. October 2016

Brundtland G.H. 1987 **Our Common Future: Report of the World Commission on Environment and Development**. Published by United Nations available at UN Documents

CSIRO 2015 **Adapting cities and coasts for climate change**. Published at CSIRO Land & Water Resilient Cities

Department of Planning and Environment 2016 **NSW population and household projections**. NSW DOPE. Available at <http://www.planning.nsw.gov.au/Research-and-Demography>

Department of Planning and Environment 2014 **A Plan for Growing Sydney**. NSW Department of Planning and Environment

ESS 2016 **NSW Energy Savings Scheme**. An initiative managed by NSW Office of Environment and Heritage, NSW Department of Industry and IPART

Govindarajan V. and Trimble C. 2010 **Stop the Innovation Wars**. Harvard Business Review, July-August 2010

Greater Sydney Commission 2016 **North District Plan, Draft Report**. December 2016

Haider M, Kerr K and Badami M 2013 **Does Commuting Cause Stress? The Public Health Implications of Traffic Congestion**. SSRN, August 2, 2013. Available at ssrn.com/abstract=2305010

Infrastructure Australia 2015 **Australian Infrastructure Audit Report**. Available at infrastructureaustralia.gov.au

JWS Research 2016 **NSW Local Government Community Satisfaction Survey**. Coordinated by the Department of Premier and Cabinet. Available via Northern Beaches Council Report Attachment, 13 December 2016

Markham D 2016 **Global E-Bike Sales Expected To Reach \$24.3 Billion Annually By 2025**. Clean Technica. 13 July 2016

National Climate Change Adaptation Research Facility 2016 **Climate Ready Cities Policy Information Brief 2**. Australian Government Department of the Environment and Energy

New Zealand Ministry for the Environment 2005 **The Value of Urban Design - economic, environmental and social benefits of urban design**. New Zealand Government June 2005

Northern Beaches Council 2016 **Affordable Housing Needs Analysis**. Report presented to Council, 13 December 2016

Northern Beaches Council 2016 **CSP Phase 1 Community Engagement**. Report to Council, Item 10.1, 13 December 2016

NSW Health 2015 **Healthy Built Environments**. July 2015. Available at www.health.nsw.gov.au

OEH 2007 **Draft Climate Change Fund Strategic Plan 2017-2022**. NSW Office of Environment & Heritage

OEH 2016 **Achieving net zero emissions by 2050**. Factsheet. NSW Office of Environment & Heritage, November 2016

OECD 2015 **Inequality**. Available at www.oecd.org/social/inequality

Office of Local Government (OLG) 2013 **Integrated Planning and Reporting Guidelines for local government in NSW**

Roe J. 2016 **Cities, Greenspace and Mental Well-being**. Oxford Research Encyclopaedias. Nov 2016

Schawbel D. 2017 **10 Workplace Trends You'll See in 2017**. Forbes. 1 November 2016

Talen E. and Koschinsky J. 2014 **Compact, Walkable, Diverse Neighborhoods: Assessing Effects on Residents**. Housing Policy Debate, 24:4, 717-750

Transport for NSW 2016 **Household Travel Survey 2015/16**. Transport for NSW Bureau of Statistics and Analysis. Available at <http://www.bts.nsw.gov.au>

Transport for NSW 2014 **Northern Beaches Transport Action Plan**. Fact sheet. Available at www.transport.nsw.gov.au

Transport – NSW Ministry for Transport 2009 Transfigures – Ferry Users in Sydney

UN 2016 **Framework Convention on Climate Change: Status of Ratification**. The United Nations. Available at http://unfccc.int/paris_agreement/items/9444.php

UN 2016 **New Urban Agenda: Key Commitments**. United Nations Sustainable Development Blog, 16 October 2016

Village Well 2016 **What is Placemaking?** Available at www.villagewell.org

World Resources Institute 2016 **5 Emerging Trends in Climate Resilience**. World Resources Institute Blog, 24 May 2016

Bibliography

Australian Department of Education and Training 2010 **How young people participate in civic activities using internet and mobile technologies**. National Youth Affairs Research Scheme

Australian Government 2012 **Considering Future Generations - Sustainability in Theory and Practice**.

Beyond Blue 2010 **Beyond Blue to Green: The Benefits of Contact with Nature for Mental Health and Well-being**. Research Report produced by Deakin University

Centre for Urban Design and Mental Health

Clark C, Stansfeld SA and Candy B 2006 **A systematic review on the effect of the built and physical environment on mental health**. Epidemiology 17(Suppl), November 2006

Dennett H 2014 **Innovation in a no-risk system: 'we have to be smarter'**. The Mandarin, 5 November 2014

Gong Y, Palmer S, Gallacher J, Marsden T and Phone D 2016 **A systematic review of the relationship between objective measurements of the urban environment and psychological distress**. Environment International 96, 48–57

Green Building Council Australia

Martin A 2014 **Political Engagement among the Young in Australia**. Parliament of Australia: Papers on Parliament No.60

Markus A 2014 **Trust in the Australian Political System**. Parliament of Australia: Papers on Parliament No. 62

Millennium Ecosystem Assessment 2005 **Ecosystems and Human Well-being: Synthesis. Chapter 3: How have ecosystem changes affected human well-being and poverty alleviation?**

Morelli, J 2011 **Environmental Sustainability: A definition for environmental professionals**. Journal of Environmental Sustainability

Nationwide House Energy Rating Scheme

NSW Aging Strategy

NSW Community Services Plan 2021

NSW Department of Infrastructure and NSW Department of Treasury 2014 **State Infrastructure Strategy**

NSW Department of Premier and Cabinet 2013 **Integrated Planning and Reporting Guidelines for local government in NSW**

NSW Economic Development Framework

NSW Health 2014 **NSW State Health Plan: Towards 2021**

NSW State Infrastructure Strategy

OECD 2013 **Government at a Glance: Trust in Government, Policy effectiveness and the governance agenda**

OEH 2016 **Climate Change Policy Framework**. NSW Office of Environment and Heritage

OEH 2016 **Saving our Species Program**. NSW Office of Environment & Heritage

OEH 2016 **Sustainability Advantage**. NSW Office of Environment and Heritage

Prime Minister of Australia 2016 **Ratification of the Paris Agreement on Climate Change and the Doha Amendment to the Kyoto Protocol**

Sloam J 2014 **New Voice, Less Equal: The Civic and Political Engagement of Young People in the United States and Europe**. Comparative Political Studies, 47(5)

Transport for NSW 2012 **NSW Long Term Transport Master Plan**

Transport for NSW 2016 **Future Transport Technology Roadmap (Draft)**

UNSW 2007 **The Role of Community Gardens in Sustaining Healthy Communities**

Vromen A, Loader BD, Xenos MA, Bailo F 2016 **Everyday Making through Facebook Engagement: Young Citizen's Political Interactions in Australia, the United Kingdom and the United States**. Political Studies, 64(3)

Manly Council

Policy Register

Adopted, Ordinary Meeting 10 March 2014

MC/14/30253

T50. Tourism Policy

Title: Tourism Policy

Policy No: T50.

Keywords: Accommodation, Holiday, Tourism

Responsible Officer: Divisional Manager – Human Services and Facilities

1. PURPOSE AND AUTHORITY

This policy outlines Council's objectives regarding tourism in the Manly area.

2. POLICY STATEMENT

Manly Council has a unique role in the promotion of tourism in Manly. Through strategic partnerships with Federal and State Governments and local business this major industry is to be marketed so as to maximise the benefits of tourism as a sustainable economic activity. Council's involvement in marketing must also balance the impacts of tourism on the community, particularly lifestyle of its residents, and so as to protect its natural environment.

3. PRINCIPLES

Council aims to achieve the effective promotion of tourism and the management of impacts of tourism on residents and the natural environment by:

- a. Revitalising the tourism industry in Manly
- b. Facilitating a diverse range of quality accommodation
- c. Promoting Manly as a unique year-round holiday destination
- d. Developing tourism as an "industry" for the purpose of gaining employment, economic, cultural, social and recreational benefits to the community, whilst protecting the lifestyle of residents and the natural environment
- e. Directing resources to encourage a higher economic yield from visitors
- f. Supporting the tourism industry through provision of adequate amenities and services to meet the needs of visitors to Manly
- g. Promoting the unique attractions of Manly's natural environment for the benefit of the community
- h. Promoting Manly's natural and built heritage
- i. Developing a 'brand' or 'brands' to sell Manly as a national and international tourist destination
- j. Seeking funds from Federal and State Governments to assist in development and maintenance of supporting infrastructure and facilities
- k. Strengthening and focusing on strategic partnerships with local businesses.

(Confirmed 20.10.1997)
(Amended OM 05.11.2001)
(Amended xxx 2013)

4. SCOPE

This policy applies to all Council officers responsible for promoting Manly as a destination.

5. DEFINITIONS

Tourism – All activities related to people visiting Manly, either wholly or partly for recreational or holiday purposes. This includes but is not limited to services such as accommodation, food and beverages, marketing, transport, entertainment and information provision.

6. IMPLEMENTATION

This policy will be referred to in the planning and development of all of Council's tourism related activities.

Council and/or the General Manager may, during a civil emergency only, set aside any policy terms to ensure public safety.

7. MONITORING AND BREACHES

Regular monitoring of compliance with this policy, relevant legislation and Manly policies and procedures will be undertaken and documented by the responsible officer for this policy.

Breaches of this policy are considered to be breaches of Manly Council's Code of Conduct and therefore invoke the relevant sanctions outlined in that Code. Persons in breach of any legislation may be subject to relevant criminal action.

8. REPORTING

No specific reporting is required under this Policy.

9. POLICY REVIEW

This policy is subject to a review every two (2) years.

For the purposes of carrying out and giving effect to this policy, the General Manager may from time to time prepare, adopt or vary, and otherwise issue to Council staff, guidelines and directions relating to any aspect of this policy.

Any recognised change to relevant legislation; or directives or guidelines issued by agencies including the NSW Ombudsman and the Department of Local Government; or to Manly Council's related guidelines and procedures will activate an immediate review of this policy to ensure it remains current and aligned to best practice policies.

10. RELEVANT REFERENCES AND LEGISLATION

Destination NSW Act 2011
Local Government Act 1993

11. RELEVANT COUNCIL POLICIES

Manly Council Code of Conduct February
Manly Council Cultural Diversity Policy

12. REVISION SCHEDULE

Minute No	Date of Issue	Action	Author	Checked by
PS53/11	2 May 2011	Periodic Review	Secretariat, Corporate Services	Manager, Administration
OM 103/11	20 June 2011	Include Heritage under the existing Policy at Point 8.	Manager Cultural & Information Services	Manager Administration
	September 2013	Comprehensive Policy Review – minor amends and deletion of information on the branding logo	Divisional Manager, Human Services & Facilities	Governance, Legal & Risk
PS16/14	3 March 2014	Periodic Review	OM CSS	Manager Governance

DC00039

2014/325881

Warringah Economic Development Plan 2011

Summary of Achievements to date

This paper provides a short commentary of key achievements to date against each of the specific actions/tasks detailed in the 2011 Warringah Economic Development Plan.

2011 Warringah Economic Development Plan Identified 4 Overarching Themes

Theme One

- **Growing Employment Opportunities**

Developing a strong local economy which promotes enterprise and innovation, builds a skilled and educated workforce and contributes to a high quality of life for the community

Theme Two

- **Council providing Information, Support & Advice**

Council will provide support to increase business engagement and awareness of the contribution of business, build business capability and promote, strengthen and profile the area's competitiveness

Theme Three

- **Advocacy for local and regional initiatives**

Recognising the importance of the local and regional economies associated with decisions and projects such as transport, jobs and infrastructure, which support sustainable economic development

Theme Four

- **Connectivity, engagement and communication**

Initiating and fostering business networks, partnerships and other mechanisms to connect, promote and grow business

Section '8 – Implementation' of the EDP identified 15 Priority Actions for 2011-2016.

Underneath these priority actions were **40 more specific tasks.**

Priority Actions & Tasks

1. Business Development Support	What has been achieved
1. Support a Business Development / Marketing Strategy for the Dee Why Town Centre to activate and help reinvigorate Brookvale – Dee Why as a distinctive, attractive and sustainable business location for the Northern Beaches	Initiatives to 'enliven Dee Why' such as temporary Ice Skating Rink, Christmas window display and 'Beautify Warringah' competitions . Open for business signage and promotion.
2. Support the uptake of local education and training opportunities to help fill skills gaps and strengthen business to education partnerships	Traineeships within council
3. Support regular media strategies to highlight and promote positive business news and business	Sponsored and promoted Northern Beaches Local Business Awards to

DC00039

2014/325881

information, profile new or expanding businesses and business success in the local area or region.	celebrate local business success stories
4. Prepare a business sponsorship policy and develop partnerships to facilitate, host, support seminars, workshops, events and speakers of economic significance.	Events regularly organised by council, such as 'Doing Business with Council', 'Women in Business' mentoring, "Power to Save", "Profiling your Customer Base" and "Getting your business ready for NBN"
5. Liaise, research and prepare applications to foster awareness and support for small to medium enterprises (SME) business development for NSW and Federal grant programs.	Warringah 'Work' web page created to signpost businesses to grants and awards from State and Federal Government

2. Key Clusters Investigation	What has been achieved
6. Research leading business clusters relating to 'new economy' operations for IT&T / Medical / Marine / Creative Industries / Professional services / Green Tech / Retail. Develop at least one group identifying key stakeholders, NSW State and Federal policy and program support, skills, business improvement.	Analysis of industry trends including presentation to Greater Sydney Commission on employment lands across Northern Beaches. Initial discussion Department Premier and Cabinet and Willoughby council about pilot industry cluster study
7. Research and support initiatives in partnership with chambers, government, business agencies that nurture and attract intellectual capital to the area	Investigated Northern Beaches University concept – discussion paper and Councillor briefing on potential demand for a NB University prepared

3. Calender of Business Seminars / Events	What has been achieved
8. On-going engagement, hosting and supporting key seminars, workshops, events and speakers in collaboration with NSW / Federal Government agencies, Chambers and other local business stakeholders	Events regularly organised by council, such as 'Doing Business with Council', 'Women in Business' mentoring, "Power to Save", "Profiling your Customer Base" and "Getting Business Ready for NBN"
9. Support a regional Jobs Fair 2012 and Careers EXPO 2012 to engage potential employers/ employees to target youth, unemployed and potential apprenticeship sectors	Warringah Council participate 2012 JobShed event and attended annual NBBEN Career Expos
10. Support, liaise and partner with the Events, Natural Environment, Human Resources or other areas of Council for business – related events that engage the local business community and promote the economic focus areas of the Economic Development Plan.	Partnered with council's Natural Environment Unit to deliver the Hilltop to Headland "Power to Save" business event December 2015 and lunched Northern Beaches Sustainable Business Network 2016.
11. Support the Local Business Awards through Council sponsorship, promotion and media Northern Beaches Strategic Business Forum	Sponsored and participated in Northern Beaches Local Business Awards, including selecting the Sustainability Awards. Promote successful business stories.

DC00039

2014/325881

12. Facilitate and host a high level Forum with SHOROC Councils to raise the profile of economic development opportunities / issues and the importance of the local economy to the community	SHOROC Forum held in 2014 and Warringah participated in SHOROC Economic Development Working Party, including preparation of the SHOROC Visitor Economy Opportunity Paper.
13. Liaise with Council SRG (Strategic Reference Group) business, local Chambers, Pittwater Business Ltd (PBL) and government to obtain views, ideas and suggestions for a single overarching business organization to support and enhance regional business 'connectedness'. A business network that can deliver to a regional business audience and raise the profile of the NE Subregion.	Engaging with chambers through previous Economic Development Community Committee, Economic Development & Tourism SRG and Chamber 'Cluster' group

4. Support the establishment of a Northern Beaches Business Enterprise Centre (BEC)	What has been achieved
14. Investigate the opportunity and lobby local and regional support with NSW Government for a Business Enterprise Centre (BEC) for the Northern Beaches based in Brookvale - Dee Why	Promotion of Sydney Business Organisation (now Realise Business) small business advisory services, including Small Biz Bus visits and targeted business advice for impacted businesses in Dee Why Town Centre

5. Business Investment and Attraction	What has been achieved
15. Leverage funding from NSW Government to support the preparation of a Regional Data Profile to help promote the economic development and overall business strengths and opportunities in the Warringah LGA and NE Subregion	Engaged 'ID The Population Experts' to prepare online demographic and economic data for Warringah LGA and SHOROC areas. New Northern Beaches LGA economic profile completed.

6. NSW State and Federal Collaboration	What has been achieved
16. Continue to build strong partnerships with key stakeholder agencies, business, all levels of government and other business stakeholders to leverage knowledge and opportunities for joint resourcing of economic development-related projects and programs	In April 2015, Warringah Council joined the NSW Government Small Business Friendly Council Program to share best practice on supporting local businesses
17. Facilitate and support the growth of local and regional business networks (e.g. Micro businesses, export, education) that help to promote networking, jobs growth and employment containment	Attend and support existing networks, such as Warringah Chamber of Commerce
18. Develop relationships with business and	Participated in SHOROC Economic

DC00039

2014/325881

government that supports the SHOROC Future Directions economic development initiatives such as, employment generation, infrastructure provision and business growth for the region.	Development Working Group in 2014
19. Investigate the Sutherland Shire Model (SSHED) and other relevant models for incubator space to be available and accessible to Northern Beaches businesses	Reviewed existing business incubators and prepared paper case studies across metropolitan Sydney. Investigation potential future sites for coworker spaces.

7. Warringah Web site upgrade for Business / Economic Development and deliver information to the business community	What has been achieved
20. Establish a distinctive economic development area as part of Council's website to promote business development locally and regionally, including key business data sources, local and other NSW, national business networks and information links.	Dedicated web section Warringah council website for economic development - 'Work'
21. A Council website that includes relevant business agencies and Council information / policies such as home business, outdoor dining. Create links to key NSW and Federal Government agencies, SHOROC, chambers, bilateral business agencies, current business news, events and opportunities	Dedicated web section on council website for economic development - 'Work' with sub sections on 'Doing business in Warringah'
22. Establish an on-line Business registration facility for companies to build a comprehensive data base and investigate shared costs and sources of funding to support an ongoing data base.	Through Business Survey and events, created a business database as part of Community Engagement Register to engage with business community.
23. Red tape reduction – regularly liaise with the Strategic Planning, Planning Assessment and Compliance areas of Council to support policies of relevance to engaging with and promoting small business, employment generation and business development related activities such as – Home Business.	Information on DA, Compliance and Regulations for businesses on website 'Doing business in Warringah' Joined NSW Government Small Business Friendly Council program to identify further practices to reduce red tape

8. Business / Investment and Attraction	What has been achieved
24. Support and partner a Business Survey to identify local and regional business needs, trends, opportunities, strengths and weaknesses.	In 2015 Warringah Council undertook first LGA wide business survey to identify challenges and opportunities facing business on northern beaches. 430 businesses completed the survey which identified 10 priority action areas

9. Support Small Centres public domain upgrades and Small Centres / local	What has been achieved
--	------------------------

DC00039

2014/325881

employment opportunities	
25. Support Council's strategic land use planning and policy initiatives that help to enhance local amenities, attract visitors and customers to improve business viability	Work with DYTC Community Liaison Officer to engage local businesses in delivery of DYTC Masterplan Including preparing 'A Guide for Business' impacted by construction works and public domain improvements
26. Support planning controls for retailing and commercial zoning that encourage and attract a diversity of businesses, jobs growth, and customer satisfaction and inform future infrastructure decisions.	Advise on changes to planning controls for commercial capacity of centres (i.e. Meriton revised Planning Proposal)
27. Support an Employment Lands Strategy for the Warringah LGA that attracts investment and supports local jobs growth to meet NSW Government employment targets.	Commissioned consultants SGS to prepare Warringah Employment Land Strategy in 2013
28. Support planning controls that create vibrant, sustainable community hubs and stimulate economic development and local jobs growth	Advise on changes to planning controls for commercial capacity of centres (i.e. Meriton revised Planning Proposal)
29. Contribute to strategic planning policies and projects to support job growth and new business development and support upgrading and reinvigoration of our centres	Work with DYTC Community Liaison Officer to engage local businesses in delivery of DYTC Masterplan Including preparing 'A Guide for Business' impacted by construction works and public domain improvements

10. Micro business Networks	What has been achieved
30. Council to support & facilitate the establishment of niche SME Networks	Warringah council created a business database in 2015 through its Community Engagement Register

11. National Broadband Network (NBN) rollout for the NE Subregion	What has been achieved
31. Support the future National Broadband Network (NBN) rollout for the NE Subregion to underpin international competitiveness and related local business and jobs growth.	Warringah Business Survey identified the faster roll out of NBN to key business hubs as the top priority. A copy of the Business Survey Finding Report was sent to NBN co and council has held follow up meetings re timing of NBN roll out for northern beaches Run business information sessions of "Getting your Business Ready for NBN" with NBN co.

DC00039

2014/325881

12. Business Sustainability	What has been achieved
<p>32. Encourage sustainability practices within business and promote emerging technologies and services. Ensure Warringah is at the forefront of developing business sustainability programs and policies that ensure there are benefits for the environment, business practices and broader business networks in the community</p>	<p>Council held a significant sustainable business event ('Power to Save') with Todd Sampson keynote speaker November 2015 (150 businesses attending)</p> <p>Created dedicated webpage to promote 'Smart Sustainable Businesses' on council website.</p> <p>Launched Northern Beaches Council Sustainable Business Network November 2016 with follow up 'Solar Solutions' event March 2017.</p>
13. Buy Local Campaign	What has been achieved
<p>33. Reinvigorate, extend and promote the existing Warringah Council Buy Local Campaign to encourage community and business to buy and source product / services locally and regionally</p>	<p>'Doing business with Council' workshop held with local businesses in 2014</p>
14. Influence regional economic development initiatives that achieve scale, synergy and collaboration	What has been achieved
<p>34. Support the investigation and feasibility for the establishment of an international university campus presence for the NE Subregion.</p>	<p>Northern Beaches University Steering Committee established in 2013</p> <p>Discussion paper prepared on potential demand for a Northern Beaches University</p>
<p>35. Pursue potential partnerships and collaboration opportunities to connect Warringah businesses with Macquarie University (Sydney's Global Arc).</p>	<p>Investigate and advocate for an East/West Bus Rapid Transit to link local businesses with Global Arc.</p>
15. Land use planning	What has been achieved
<p>- Brookvale</p> <p>- Dee Why</p> <p>- Frenchs Forest</p>	
<p>36. Encourage planning controls that support the economic development and job opportunities in local centres. Support Master Planning for Dee Why to include economic development opportunities</p>	<p>Advise on changes to planning controls for commercial capacity of centres (i.e. Meriton revised Planning Proposal)</p>
<p>37. Support the Enterprise Corridor concept for linking Brookvale and Dee Why</p>	<p>Input into preparation of draft Brookvale Structure Plan</p>
<p>38. Support the development and implementation of</p>	<p>Work with DYTC Community Liaison</p>

DC00039

2014/325881

Master Plans and supplementary urban design guidelines that support jobs and business growth	Officer to engage local businesses in delivery of DYTC Masterplan Including preparing 'A Guide for Business' impacted by construction works and public domain improvements
39. Contribute to major strategic planning projects and plans with economic development and employment generating outcomes	Provided presentation to the Greater Sydney Commission (June 2016) on role of Employment Lands across Northern Beaches Input Submission on Draft North District Plan (esp Productivity section)
40. Red Tape reduction – assist processes and policies that better educate prospective new businesses and development opportunities	'Work' webpage includes information on Regulation, Compliance and DAs for local businesses. Working with ServiceNSW to pilot initiative to reduce red tape for new or expanding businesses.

ITEM 4.2	UPDATE ON THE DEVELOPMENT OF THE COMMUNITY STRATEGIC PLAN
REPORTING OFFICER	EXECUTIVE MANAGER CORPORATE STRATEGY & PLANNING
TRIM FILE REF	2017/100977
ATTACHMENTS	NIL

ISSUE

Update on the development of the first Community Strategic Plan (CSP) for the Northern Beaches Council.

BACKGROUND

The development of the CSP is currently in Stage 2, with a Discussion Paper released and various community forums held throughout the Northern Beaches. Almost 300 people have attended forums so far, and provided valuable feedback on the draft goals and strategies. All 11 SRGs were consulted in their February 2017 meetings, with a workshop on draft goals and strategies for the Discussion Paper.



Consultation details and the full Discussion Paper can be found at <http://yoursay.northernbeaches.nsw.gov.au/communitystrategicplan2>

DISCUSSION

All comments from the SRGs were considered and analysed. The comments were generally thoughtful and helpful in understanding that Council was on the right track with the Discussion Paper goals and strategies. The comments varied in relevance from strategies for the 10-year CSP, to actions for Council's next Operational Plans and Delivery Programs, and actions that Council could consider in future service delivery.

Where it was considered relevant, some of the goals and strategies were 'tweaked' and adjusted at this stage to provide greater clarity and definition. The comments will still be used in the context of further adjustments to CSP goals and strategies, and considerations for future planning and performance targets.

With regards to the specific comments raised in February by the Economic Development and Tourism SRG, the following was noted:

- There were some very well detailed suggestions and comments that were noted for future consideration and incorporation – both for future Economic Development Strategies and future Delivery Programs.
- As the draft strategies were designed to be ‘high level’, some of the SRG comments related to issues generally beyond scope of Councils. Council does take these on board as part of its role as an advocate for our community, to articulate the issues and lobby for better outcomes. For instance - influencing transport, and global/metro/national economy as part of our role in considering state, regional and national plans.
- Council accepts the important role of business as part of the community and local economy. Council is supportive of the SRG comments overall, including issues raised on red tape for businesses, the need for marketing and promoting the region for business.

The next steps in developing the CSP include a focus group to be held in April, further refinement of the goals and strategies, and production of the draft CSP document in May-June. This will then be exhibited for final community feedback in July-August 2017.

RECOMMENDATION OF EXECUTIVE MANAGER CORPORATE STRATEGY & PLANNING

That the Economic, Development & Tourism Strategic Reference Group (SRG) note the information update on the development of the Community Strategic Plan.
