

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 issues 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 following 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

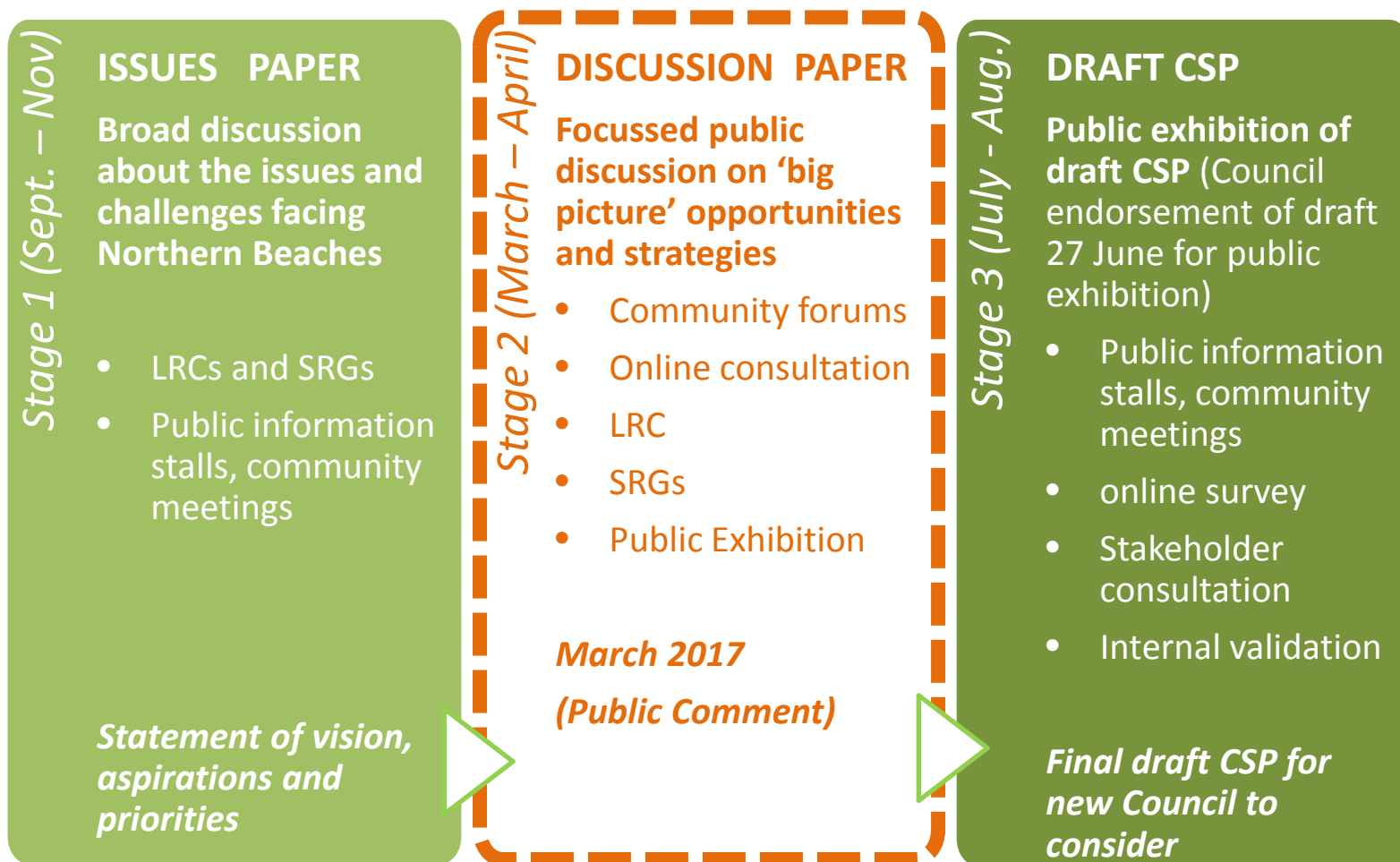
An aerial photograph of a crowded beach. The top half of the image shows a wide expanse of golden sand filled with hundreds of people, many of whom are sitting or lying down. The bottom half of the image shows the ocean with clear, turquoise water and white foam from waves breaking onto the shore. People are also seen swimming and wading in the water. A large, semi-transparent purple rectangle is overlaid on the right side of the image, containing the council's name and website.

NORTHERN BEACHES COUNCIL

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CSP Overview





Stage 1 Outcomes

- ✓ **Strong vision statement** (draft) supported and informed by clear community aspirations
- ✓ **Well defined priorities** providing a solid foundation for the Discussion Paper
- ✓ **Good community participation:** more than 1,000 community members, LRCs and SRGs provided input
- ✓ **Overall support for the new Council** expressed during the engagement



Northern Beaches:

*a safe, inclusive and
connected community that
values the natural and built
environment*



Community Feedback...

Priority areas	Comments (N=2467)	By Theme
<ul style="list-style-type: none">Environment Management & Protection (incl. climate change, natural hazards & biodiversity)	16%	Environment or 46%
<ul style="list-style-type: none">Clean Environment	4%	
<ul style="list-style-type: none">Planning for Future communitiesBuilt Environment interactions	26%	
<ul style="list-style-type: none">Open space & Diverse recreationArts/culture/creative activities & spacesCommunity, health, well being & safety	7% 6% 7%	Social or 20%
<ul style="list-style-type: none">Transport, Infrastructure & Connectivity	20%	Economic or 34%
<ul style="list-style-type: none">Economic Development (diversity, innovation & growth, local employment & education, tourism and visitors)	14%	



Discussion Paper: Purpose and objectives

The purpose of the Discussion Paper is to inform discussions with the community on how to work toward their vision

- To **reflect back** what we have heard is important to the community (confirm vision and aspirations)
- To identify **goals and strategies**
- To facilitate **open and constructive dialogue** on ‘the big picture’ and on balances
- To consider **interrelationships between issues**
- To consider the **policy context and trends**

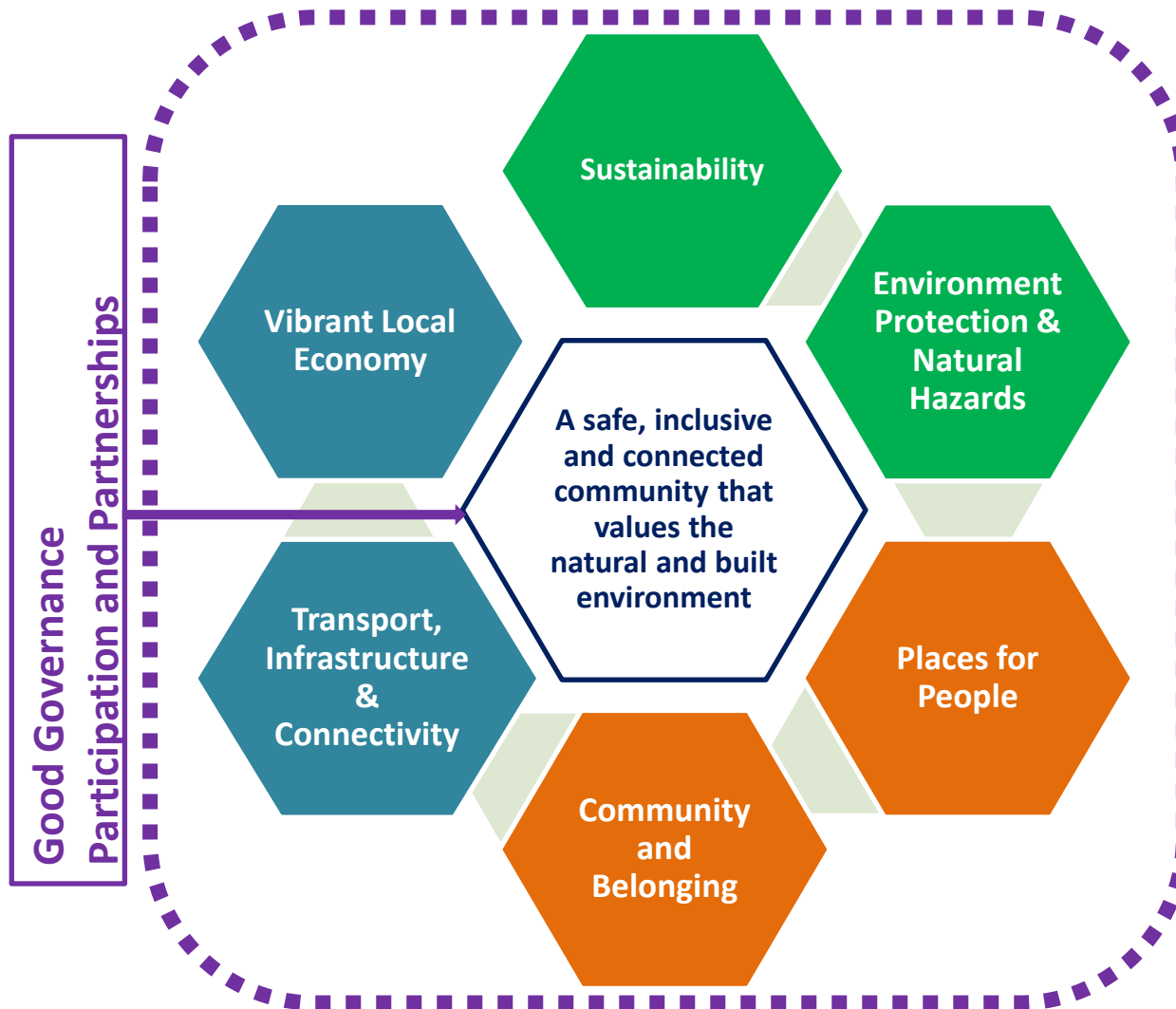




Community Priorities from consultation	Discussion Paper: Themes
<ul style="list-style-type: none">• Environment Management & Protection (incl. natural hazards, climate change, bushland & biodiversity)	1. Environmental sustainability
<ul style="list-style-type: none">• Clean Environment	2. Natural Values
<ul style="list-style-type: none">• Population growth, development & infrastructure• Housing Affordability	3. Places for People
<ul style="list-style-type: none">• Open space & Diverse recreation• Arts/culture/creative activities & spaces• Community Connectedness• Health, Well Being, Safety	4. Community and Belonging
<ul style="list-style-type: none">• Transport & connectivity• Traffic, roads and congestion	5. Integrated Transport Planning
<ul style="list-style-type: none">• Economic Development	6. Vibrant Local Economy
<ul style="list-style-type: none">• Leadership• Transparency• Accountability	7. Good Governance
<ul style="list-style-type: none">• Local area representation	8. Participation and Partnerships



Discussion Paper: structure with QBL





Outcomes (themes) and community aspirations

Sustainability

Growth is sustainable and well balanced

Environmental Protection & Natural Hazards

We are inspired by bush, beaches & waterways

Development is balanced with our lifestyle and environment

Places for People

Our streets & neighbourhoods are safe, clean & family friendly

We celebrate local villages and communities

Our communities and businesses are connected and inclusive

Community and Belonging

We have vibrant spaces with diverse arts & cultural experiences

Transport, Infrastructure and Connectivity

Transport is seamless and integrated

Vibrant Local Economy

Businesses have the infrastructure to grow locally and globally

Local businesses thrive and grow

Good Governance

We demonstrate strong community leadership and environmental stewardship

Our governance is open and transparent

Participation and Partnerships

We have a say in what happens in our local area



Table of Contents - draft

1. MESSAGE FROM THE ADMINISTRATOR

- Opportunities for creating a more connected and inclusive community

2. INTRODUCTION

3. A SNAPSHOT OF THE NORTHERN BEACHES

4. WHAT THE COMMUNITY HAVE SAID

5. POLICY CONTEXT

- Integrated Planning and Reporting
- Key policies and plans (e.g. District Plan)

6. COMMUNITY OUTCOMES (8 THEMES)

- How the outcome area contributes to the vision
- Why it is a priority to the community?
- Benefits to the community
- Where are we now? Where should we be heading?
- **Goals and strategies**



WORKSHOP objectives

To consider the goals and strategic considerations;

Flag if there are any issues:



1. Do the goal and strategic considerations reflect community needs:



yes



no/ not supported (Fill out a post-it-note with number)

2. Is anything missing? (Fill out a post-it-note with number)

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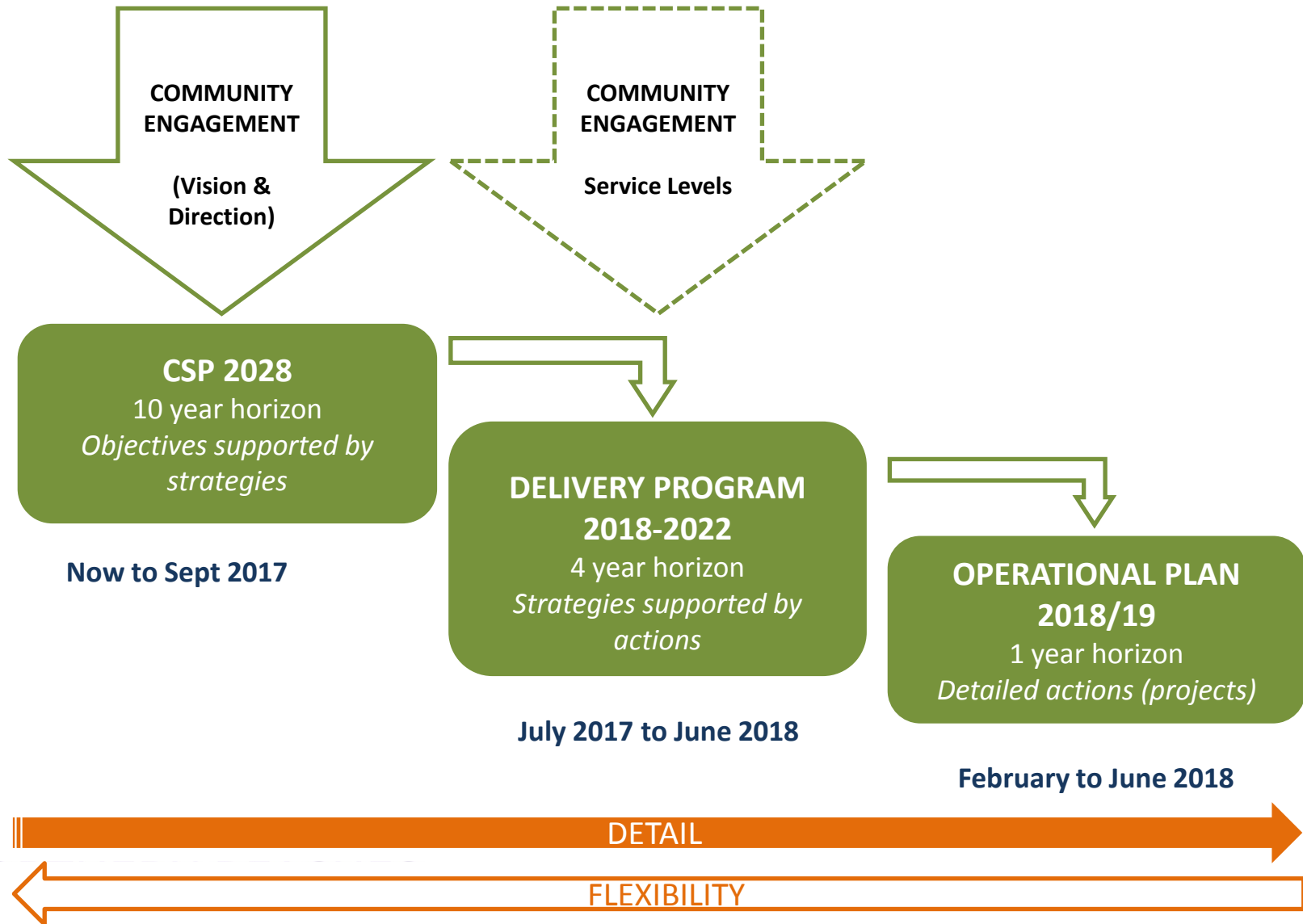
COMMUNITY STRATEGIC PLAN

VISION & PRIORITIES	Sep - Nov 2016 Community engagement: Issues Paper
STRATEGIES	Mar - Apr 2017 Community engagement: Discussion Paper Staff and stakeholder engagement
PUBLIC EXHIBITION DRAFT CSP	Jul - Aug 2017 Community engagement: Feedback on draft
FINAL CSP ADOPTED	Adoption post September 2017 by the newly elected Council



Corporate planning products and deliverables:

from community objectives to strategies and specific actions

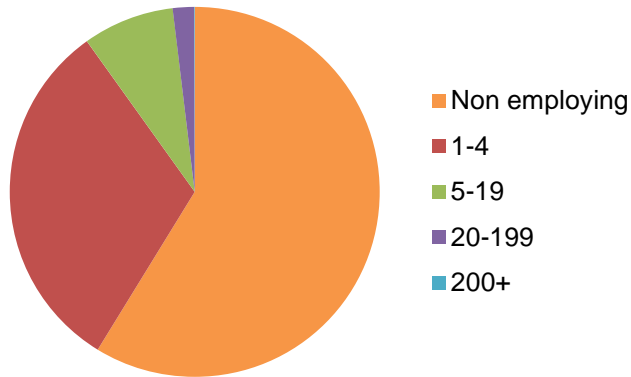


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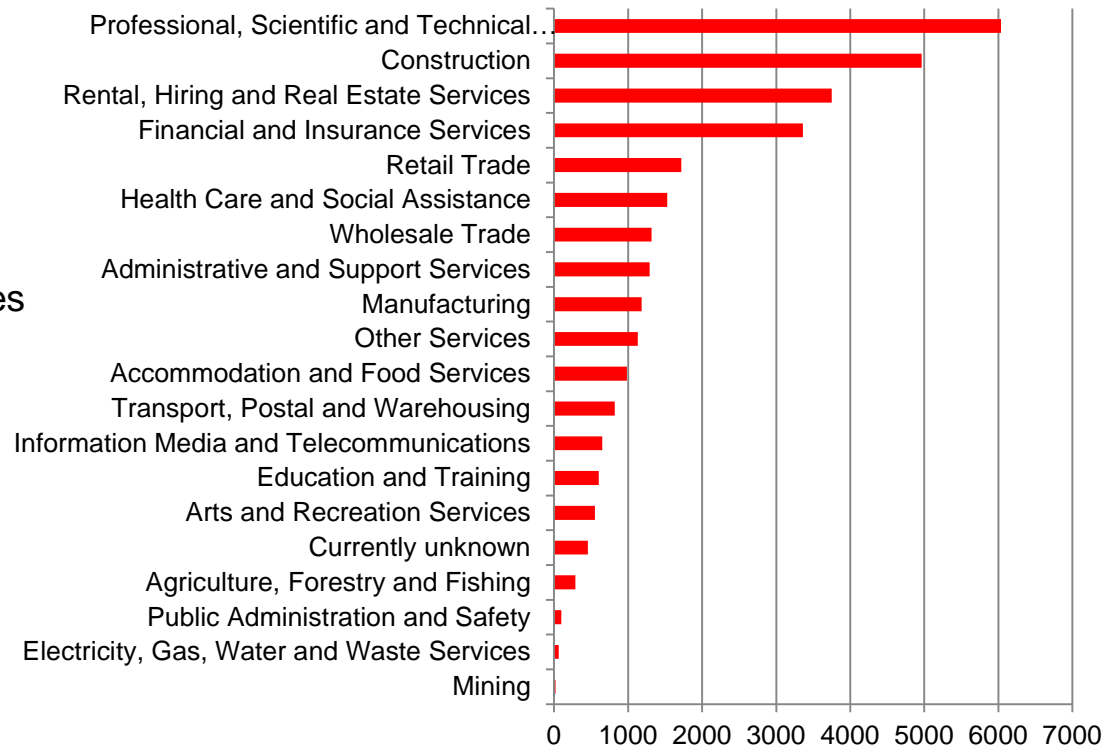
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Northern Beaches Businesses



- Dominated (98%) by Small Businesses
 - 59% non-employing
 - 31% micro-businesses
 - 2% + 20 staff (600 businesses)
- Concentrated in select industries
 - Professional services 20%
 - Construction 16%
 - Real Estate 12%
 - Finance 11%

Industry Split Northern Beaches, 2015



Top 20 Location Challenges – Business Survey 2015

Q.12 What are the key challenges your business experience by being located on the Northern Beaches?

1. Traffic and congestion	11. Affordable Housing for key workers
2. Distance	12. Council processes (DA, compliance)
3. Public Transport	13. Major works (i.e. Hospital)
4. Internet speed	14. Demographic change
5. Availability & cost of Premises	15. Loading zones and truck access
6. Parking	16. Impact of residential development
7. Attracting and retaining staff	17. Conference and shared office space
8. No major challenge	18. Business support and mentoring
9. Competition from other centres	19. Crime and perceptions of safety
10. Amenity and vibrancy	20. Seasonal trade

CSP Issue Paper

Economic Opportunities

- Review planning controls to support business growth
- Better access to information, networks, business support services
- Support visitor economy through events and marketing
- Explore co-worker office space, smart work hubs and teleworking
- Structure planning to enhance existing key employment lands
- Invest in commercial centres to improve vitality and encourage night economy
- Expand and promote higher education facilities and learning
- Facilitate and promote apprenticeships programs
- Investigate opportunities for eco-tourism

Business Owner Focus Group

Part of CSP Engagement - Business Perspective

- Positives about the region *'successful'* and *'prosperous'* and clients *'loyal and friendly'*
- Live/work balance key positive:
"to live along these beaches is a fortunate thing, so to be able to work and live in the area is a really fortunate thing"
- Little knowledge of Council helping business – for residents only
- Key challenges – growth; development; and parking
- Key opportunities – shared and collaborative work space; being *'connected'*; link to education/skills; and managing public transport and parking
- Business views on amalgamation:
Opportunities – economies of scale; sharing a vision for whole region; more leverage with Government
Challenges – bureaucracy; scheduling work; and balancing needs of different areas

Group Workshop: Business Needs

3 different 'lifecycle' business groups:

- **Start-up business;**
- **Expanding micro business (1-5 staff); or**
- **Medium sized business (20-50 staff) looking to relocate or close down**

1. Why is your business located in the northern beaches?

1. what is it that attracts your business to the area?

2. What are the key challenges your business faces at this stage of growth?

3. What can be done to assist your business most at this stage of growth?

1. Various stakeholders (Federal/State Government, Chambers, Financial Institutions, Real Estate)

4. What specifically could council do to assist?

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Thank you

Priority Action Areas

Top 10 priorities identified by former Warringah EDCC members

1. Advocating for the faster roll out of NBN to employment hubs
2. Lobbying for investment in major road upgrades and public transport improvements
3. Better communication between council and local businesses
4. Partnering to provide greater assistance to business starting-ups ('welcome pack' & start-up space)
5. Promote LGA as place to have business and marketing key industries
6. Reduce council regulation for business start-ups
7. Support existing and new business networks
8. Create vibrant and viable commercial centres
9. Advocate to State and Federal Government to review fiscal policies to support small business
10. Addressing issues of housing affordability and childcare to support local businesses

Economic Development & Tourism SRG - Understanding Business Needs Workshop

Members of the SRG were asked to consider what the key challenges are likely to face businesses at different stages of growth on the northern beaches and what assistance could council and other stakeholders provide to grow or retain these businesses.

The key points are recorded below.

1 Start-up (first time) business/entrepreneur

1.1. Why is your business established, or looking to establish, in the northern beaches (what is it that attracts your business to the area)?

- Ease of transport access to Sydney CBD clients (from Manly start-up space)
- Work/life balance
- Self-employed so have the flexibility to choose where to locate

1.2. What are the key challenges your business faces at this stage of growth?

- Business knowledge – how to start up a business and prepare a business plan
- Social engagement and networking with other businesses
- Access to finance/capital
- Lack of understanding of support mechanisms that exist

1.3. What can be done to assist your business most at this stage of growth (various stakeholders)?

- Business advisors specific to start-ups

1.4. What can council do?

- Establish a mentor register for local business persons
- Provide dedicated space for business start-up (co-worker space or incubator)
- Facilitate connections to business advisors and financiers
- Signposting new or emerging businesses to State and Federal Government programs and grants
- Provide data on business and industry trends
- Informative council website with details on where business can go to get support
- Support industry specific networks (e.g. hospitality)
- Partner with businesses to support new patented products
- Enable collaboration between local business chambers of commerce - encourage new membership by promoting to new businesses
- Provide administrative support to chambers
- Cut council red tape to starting a business
- Run business focused events e.g. 3 people you don't want to see in your business

2. Fast growing micro business (1-5 staff) wanting to expand in local area

2.1. Why is your business established, or looking to establish, in the northern beaches (what is it that attracts your business to the area)?

No specific comments

2.2. What are the key challenges your business faces at this stage of growth?

- Being able to recruit locally as local staff are more reliable – skill shortages due to housing affordability
- Education on how to find staff
- Available premises and locations for next stage growth
- Capital for new equipment required for expansion – aging equipment and keeping up with technology
- Cash flow to employ – moving for a non-employing to employing business
- Retaining or growing its customer base to support expansion – how to use the digital marketplace

2.3. What can be done to assist your business most at this stage of growth (various stakeholders)?

- Utilise knowledge from experienced local CEOs, including retired tradies, to mentor growing businesses and impart knowledge
- Business advisors become especially important at this stage of business growth

2.4. What can council do to support?

- Promote the northern beaches as a visitor destination through events
- Support industry specific events to encourage supply chains/networks for growing business
- Marketing the northern beaches as a place for inward investment
- Facilitate information from different levels of government and utilise the knowledge of industry experts
- Reduce red tape to make it easier to grow and expand a business i.e. DA or compliance

3. Long established medium sized business (20-50 staff) looking to potentially relocate or close down due to structural challenges

3.1. Why is your business established, or looking to establish, in the northern beaches (what is it that attracts your business to the area)?

- Generational – family business established long time ago
- CEO/business owner lives locally
- Relocate to stay on the northern beaches
- Larger employers often publicly owned based on State or local government decisions

3.2. What are the key challenges your business faces at this stage of growth?

- Succession planning
- Accessing a range of skilled/unskilled staff
- Work experience
- Cost of premises
- Issues with IT software and being able to scale up from micro to larger business

3.3. What can be done to assist your business most at this stage of growth (various stakeholders)?

- Encouraging local businesses to form local supply chains

3.4. What can council do to assist?

- Plan for protection of existing and new employment lands – creating the right spaces/precincts in strategic locations
- Promote local tourism and links to local businesses
- Build upon the new region's brand as "The Northern Beaches" – extraordinary opportunity to market new identity
- Connect to State Government initiatives to support sustainable businesses e.g. BINTRIM
- Encourage industry clusters by targeting industry sectors e.g. pharmaceutical and medical companies around new northern beaches hospital
- Supporting growth sectors such as Aged Care
- National and international marketing of the region – such as advertising Cottage Point Inn on London buses
- Support provision of premium premises to attract/retain premium businesses
- Recognise council has an obligation to support business
- Continue to engage with businesses with a economic engagement strategy