

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 22 JUNE 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
Kim Jones	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
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 22 June 2017

in the Guringai Room, Civic Centre, Dee Why

Commencing at 5.00pm

1.0	APOLOGIES	
	• Michael Regan	
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 20 April 2017	1
4.0	AGENDA ITEMS	7
4.1	Community Strategic Plan - Update on Stage Two	7
4.2	Prioritise SRG Ideas for Directions Paper on Economic Development and Tourism	9
4.3	Achievements of the Strategic Reference Groups.....	29
5.0	UPDATE ON ACTIONS FROM LAST MEETING	
	Nil	
6.0	GENERAL BUSINESS	
	NEXT MEETING	

2.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

2.1 MINUTES OF ECONOMIC, DEVELOPMENT & TOURISM STRATEGIC REFERENCE GROUP HELD 20 APRIL 20171

RECOMMENDATION

That the Minutes of the Economic, Development & Tourism Strategic Reference Group held 20 April 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, Dee Why on

THURSDAY 20 APRIL 2017

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

held on Thursday 20 April 2017

in the Guringai Room, Civic Centre, Dee Why

Commencing at 5.10pm

ATTENDANCE:

To Committee Members

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
Kim Jones	Pittwater Business Limited
Gordon Lang	Resident – Curl Curl Ward
Louise Lye	Resident – Manly Ward
Ross Manford	Resident – Manly Ward
Peter Middleton	Resident – Pittwater Ward
Dominic Szambowski	International College of Management
Andrea Tattam	Resident – Pittwater Ward

Council Officer Contacts

Mick Darda	Executive Manager Place Management
Deb Kempe	Economic Development Coordinator
Ximena Von Oven	Administration Officer Governance

Quorum

Majority of members (excluding vacant positions)

NOTE In the absence of the Chairperson, Sue Heins took the Chair.

1.0 APOLOGIES

DECISION

That apologies from Samantha King be noted.

2.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

Nil

3.0 CONFIRMATION OF NOTES OF PREVIOUS MEETINGS

3.1 NOTES OF ECONOMIC, DEVELOPMENT & TOURISM STRATEGIC REFERENCE GROUP HELD 16 FEBRUARY 2017

RECOMMENDATION

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

NOTE Peter Middleton queried if the SRG notes will be available on Council's website. Members noted the importance of the notes being online for public information.

4.0 AGENDA ITEMS

4.2 UPDATE ON THE DEVELOPMENT OF THE COMMUNITY STRATEGIC PLAN – MICK DARDA

DISCUSSION

Mick Darda, Executive Manager Place Management provided an update in relation to the Northern Beaches Council Community Strategic Plan (CSP).

The CSP is currently in Stage 2. The Draft Discussion Paper has been released and circulated to the SRG members. SRG members had the opportunity to provide feedback, draft goals and strategies for the Discussion Paper. Several community consultation forums have been undertaken throughout the Northern Beaches.

Gordon Lang noted that he attended the consultation forums held and suggested that Council should put more emphasis in providing information about what are they doing to attract more businesses and how to keep existing businesses.

SRG members were encouraged to provide feedback, consultation period is open until 30 April 2017

NOTE Owen Coughlan joined the meeting at 5:20pm

Mick Darda, provided information about the “*Easy to do Business*” pilot program which was mentioned at the last SRG meeting.

This program has been launched in Parramatta Council last year. Service NSW has partnered with Parramatta council to develop the My Business Navigator tool. This tool aims to streamline the processes of opening a new cafe, restaurant or small bar businesses.

<https://www.service.nsw.gov.au/transaction/open-or-grow-cafe-restaurant-or-small-bar-nsw>

A report will be presented on 26 April Council Meeting. It is proposed that Council enter into a partnership with Service NSW to deliver the “*Easy to do Business*” initiative to the Northern Beaches.

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.

4.1 WORKSHOP ON SRG DIRECTIONS PAPER - ECONOMIC DEVELOPMENT AND TOURISM - MICK DARDA & DEB KEMPE

DISCUSSION

Mick Darda provided a brief overview in relation to the workshop undertaken at the February SRG meeting with regards to the Economic Development & Tourism SRG Directions Paper. SRG members reviewed the Vision Statement, Goals and Strategies for the Community Strategy Plan (CSP) Discussion Paper focusing on areas that relate to jobs and economy. The group identified the needs of local businesses at differing stages of development and the role that council and other stakeholders, could play in addressing varying needs.

Mick Darda provided an overview of the purpose of the workshop. Members were asked to identify potential actions that Northern Beaches Council could consider in addressing the Goals and Strategies in the CSP Discussion Paper that related most to supporting the economy.

The following potential actions were raised in relation to key Goals/Strategies. Given time, not all Goals and Strategies were discussed, but the conversation address a number of these, outlined below.

Outcome: Vibrant Local Economy

Goal 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 business industry**

Develop a council policy on employment/ industrial lands, acknowledging that the State Government already has planning policies and zones to protect industrial areas.

Undertake an assessment of employment land capacity to meet demand for future business growth.

This would include an assessment of capacity of existing infrastructure to meet change needs of business (roads, telecommunications and utilities) and innovative approaches that don't restrict

different forms of business development.

Develop a prospectus/marketing material of available employment land/stock to attract new business development.

b) Improve access for businesses to information, incentive programs and enterprise support

Have a business town planner to advise new and existing businesses on processes across council (i.e. DA, compliance) on how to start-up or expand their businesses.

Council to get up and running the Local Supplier Marketplace initiative (Vendor Panel) to encourage council to procure more goods and services from local businesses.

Hold workshops on how to run businesses and get started on the right track. Identify popular topics that would attract businesses and encourage them to network, including “meet the 3 people you least want to visit your business” i.e. Tax Office, Workplace Safety etc.

Goal 14 Our local economy provides a range of employment and education opportunities to match skills and needs of the population

a) Promote Northern Beaches as an attractive place to establish a business

Develop innovative marketing campaign to attract key industries.

“Choose Brisbane” was identified as an effecting marketing program, run by Brisbane Marketing. A wholly-owned subsidiary of Brisbane City Council, Brisbane Marketing is a key partner in driving council’s Economic Development Plan and Vision for the City – Living in Brisbane 2031.

The agency operates the Brisbane Convention Bureau and manages major events, export and inward investment, especially within the CBD and South Bank. Further information can be found <http://www.choosebrisbane.com.au/>

b) Provide for diversified job growth and create industry clusters in our villages, Strategic and District Centres

Council should focus on being leaders in key industry sectors, namely.

- Higher Education
- Tourism – targeted top-end /high yield
- Health – Aged Care & Research
- IT & on-line Web Development
- Professional Services

Above sectors could be (individually or collectively) marketed as “Northern Beaches – Business Centre of Excellence” with “World’s best practice”, throughout Sydney/NSW/Australia/Globally, encouraging/inviting those Business and Employees to set-up/live/work in the region.

Further identify Northern Beaches Centres of Excellence, through mapping of existing/emerging industry clusters and bringing together key stakeholders in each target sector.

Work with NSW Government to consider measurable “incentives” to attract those sectors by way of: rental assist; discounted rates; employee benefits related to lifestyle; marketing recognition of those businesses and joint promotion, etc.

Members requested that there should be council resources to support the economic development

section of the community.

Gordon Lang noted that SRG members are available to discuss and provide any additional feedback if required and suggested that informal chats or meetings could be undertaken with SRG members.

NOTE Owen Coughlan left the meeting at 6:30pm

5.0 UPDATE ON ACTIONS FROM LAST MEETING

Nil

The meeting concluded at 7:05pm

This is the final page of the Notes comprising 6 pages numbered 1 to 6 of the Economic, Development & Tourism Strategic Reference Group meeting held on Thursday 20 April 2017 and confirmed on Thursday 22 June 2017

4.0 AGENDA ITEMS

ITEM 4.1	COMMUNITY STRATEGIC PLAN - UPDATE ON STAGE TWO
REPORTING OFFICER	EXECUTIVE MANAGER CORPORATE STRATEGY & PLANNING
TRIM FILE REF	2017/182786
ATTACHMENTS	NIL

ISSUE

To provide an update on the development of the Community Strategic Plan (CSP) following engagement with some 2,400 community members in Stage One and Stage Two.

BACKGROUND

Stage One of community engagement for the CSP was conducted in September-November 2016, drawing feedback from nearly 1,400 people. Stage Two took place over March and April 2017, with over 1,000 people providing feedback in four community workshops, a youth workshop, focus groups, an online survey and through formal submissions.

Stage Two focused on validating the draft Vision, and validating the CSP Framework (Aspirations, Outcome Areas, Goals and Strategies) as presented in a Discussion Paper.

Community Feedback Summary

Community feedback from Stage Two engagement demonstrates:

- **Confidence in the Process** to develop the CSP to date. The Discussion Paper was factual and guided an informed conversation with the community.
- **CSP Framework** - general support and satisfaction with the overall framework.
- **Aspirations** – limited **comments** on aspirations raised in submissions where prompted, i.e. the online survey.
- **Draft Vision** – broad satisfaction, but opportunities to make it more specific to the Northern Beaches, and to elevate the value placed on natural environment.
- **Outcomes** – Generally satisfied, though commentary highlighted the need to strengthen goals and strategies so they are more aspirational and future-focused. This particularly related to the goals and strategies for:
 - **Protection of the Environment**
 - **Environmental Sustainability**
 - **Places for People**
- **Priority Issues** – The key issues that participants were most engaged with included:
 - Transport and congestion
 - Population growth and development
 - Protecting the natural environment
 - Environmental sustainability

- Housing affordability

There was recognition of the interrelated nature of these issues across outcome areas.

Next Steps

Council acknowledges the valuable input of all the SRGs and the wider community in developing the draft CSP framework. This feedback is being incorporated into the Draft CSP, which will be presented to Council on 27 June for public exhibition.

The Draft Community Strategic Plan and Community Engagement Report will be available at <http://yoursay.northernbeaches.nsw.gov.au> following the meeting on 27 June.

RECOMMENDATION OF EXECUTIVE MANAGER CORPORATE STRATEGY & PLANNING

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

ITEM 4.2	PRIORITISE SRG IDEAS FOR DIRECTIONS PAPER ON ECONOMIC DEVELOPMENT AND TOURISM
REPORTING OFFICER	EXECUTIVE MANAGER PLACE MANAGEMENT
TRIM FILE REF	2017/178823
ATTACHMENTS	1 ↓ Draft Economic Development & Tourism SRG Direction Paper

ISSUE

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

BACKGROUND

As the key output of this SRG, a draft Economic Development and Tourism SRG Directions Paper has been prepared. This is based on discussions and feedback of this SRG since its first meeting in September 2016. The purpose of the Directions Paper is to set the high level directions for supporting the growth of the region's economy, including a sustainable tourism sector.

The draft Community Strategic Plan (CSP) has provided the framework for setting the Goals and Strategies to support the economy, noticeably through the 'Vibrant Local Economy' outcome stream. The SRG has reviewed these Goals and Strategies and delved into more detail to consider ideas for council, and other stakeholders, to deliver them.

These ideas are summarised in Table 2 in the draft Directions Paper and are derived from discussions held at the February and April SRG workshops ('*Understanding Business Needs at Different Stages of Growth*' and '*Workshop on Economic Development & Tourism SRG Directions Paper*'). Further ideas from members following the April meeting are captured in the Ideas table. All of these ideas have merit and will inform future economic development planning for the Northern Beaches, including preparation of a new Economic Development Plan for the region.

DISCUSSION

The SRG has generated 39 key ideas, which have been aligned to the draft CSP's three Goals and 12 Strategies for the 'Vibrant Local Economy' outcome. The purpose of this workshop is to review and prioritise these ideas, to be presented in the final Directions Paper. SRG members are invited to review the Ideas table (Table 2) in the attached draft, and rate them against these criteria:

- Will this idea deliver significant benefits to existing/future businesses?
- Does Council have a direct role in delivering this idea?
- Is this idea likely to be delivered in the short term (1-5 years)?

The aim is to identify around six priority ideas to be highlighted in the final Directions Paper. The final Directions Paper is then proposed to go to Council for noting.

RECOMMENDATION OF EXECUTIVE MANAGER PLACE MANAGEMENT

The Economic Development & Tourism Strategic Reference Group members:

- Review, prior to the meeting, the draft Economic Development and Tourism SRG Directions Paper (including 'The Ideas Table').
 - Participate in a workshop on prioritising ideas, from the above paper, to inform the final
-

Economic Development and Tourism Directions Paper.

Economic Development and Tourism

Strategic Reference Group Directions Paper

Draft June 2017

Executive Summary

Northern Beaches Council recognises the essential role the region's business community play in creating a vibrant and sustainable economy. The Economic Development & Tourism SRG brings together a range of business representative groups, local businesses, education providers and tourism operators (see Appendix 1), to discuss key challenges and opportunities to creating a robust economy and job opportunities to meet the changing needs of our community (including residents, workers and visitors).

Purpose of this paper

Northern Beaches Council is a new entity created by the merging of three former local government areas; Manly, Warringah and Pittwater.

The former councils each had relevant strategies and policies relating to the economic development (including tourism) of the region. Under the Northern Beaches Council, the emerging Community Strategic Plan also sets out strategic directions to support business and job growth of the region.

This paper identifies key issues and goals outlined in these documents that will help inform directions for new ideas and outcomes relating to economic development across the Northern Beaches. It highlights ideas that have been formed by the Strategic Reference Group (SRG) of Economic Development & Tourism, their deliberations and aspirations.

Background

Economic Development & Tourism in the Region

The Northern Beaches has a diverse and robust economy. Local industry was estimated to generate \$14.5 billion for the region's economy in 2015/16. The region contains major concentrations of economic activity, including the largest zoned industrial precinct (Brookvale) in the wider North District, as well as an emerging Strategic Centre around the Northern Beaches Hospital precinct. With over 95,000 jobs and 30,000 businesses located in the area, it caters for a broad spectrum of vital services and products for residents, workers and visitors.

However, jobs available are not keeping pace with the skills and aspirations of resident workers, which are increasingly commuting out of the region daily for work, while rising housing costs is putting pressure on the ability of some local industries to retain and attract their workforce. Below are some headline statistics about the region's economic geography, business activity, jobs and residential workforce. These were presented to the Economic Local Representation Committee (LRC) in August 2016.

Table 1: Headline Statistics for the Northern Beaches Economy

Geography	Jobs
<p>1 x Strategic Centre:</p> <ul style="list-style-type: none"> Northern Beaches Hospital Precinct <p>3 x District Centres:</p> <ul style="list-style-type: none"> Brookvale-Dee Why Mona Vale Manly <p>185 ha of zoned Industrial Land</p> <p>Key industrial precincts:</p> <ul style="list-style-type: none"> Brookvale (86ha) Cromer (42ha) Mona Vale (23ha) Warriewood (16ha) <p>Business Parks:</p> <ul style="list-style-type: none"> Frenchs Forest (57ha) Austlink (40ha) Warriewood (18ha) <p>5 Major Retail Centres:</p> <ul style="list-style-type: none"> Warringah Mall Centro Warriewood Balgowlah Stocklands Belrose Supacentre Glenrose Shopping Centre 	<p>95,000 Local Jobs</p> <ul style="list-style-type: none"> 0.67 Jobs per Employment Resident <p>Largest share of jobs in</p> <ul style="list-style-type: none"> Retail trade (14%) Health Care (12%) Professional, Scientific & Technical (10%) <p>Lower paid jobs:</p> <ul style="list-style-type: none"> Only 29% of jobs paid over \$1,250 per week (36% Sydney average) <p>Higher share of part-time jobs:</p> <ul style="list-style-type: none"> 40% of all jobs part-time (32% Sydney average) <p>Shortfall of higher skilled/paid jobs:</p> <ul style="list-style-type: none"> For example, there is only 1 local job for every 5 employed resident in the Finance and Insurance sector <p>Tourism and hospitality:</p> <ul style="list-style-type: none"> 5,500 jobs (6% of workforce) 51% part-time 54% earn less than \$600 per week <p>24,000 new jobs forecast 2011-2031</p> <p>Fastest forecast job growth by industry 2011-2031:</p> <ul style="list-style-type: none"> Health (5,800 jobs – 53%) Retail (3,900 jobs – 31%) Education (2,700 jobs -35%) Accommodation & Food (1,900 jobs – 26%)

<p><i>Source: Draft North District Plan (2016)/DP&E Employment Lands Development Program (2016)</i></p>	<p><i>Source: 2011 ABS Census Population and Housing /BTS Small Area Employment Forecasts, 2014</i></p>
<p>Businesses</p> <p>30,816 registered businesses</p> <ul style="list-style-type: none"> • Manly 5,486 • Warringah 16,573 • Pittwater 8,783 <p>Dominated (98%) by Small Businesses (>20 employees)</p> <ul style="list-style-type: none"> • 59% non-employing • 31% micro-businesses (1-5 employees) <p>Concentrated in select industries</p> <ul style="list-style-type: none"> • Professional services 20% • Construction 16% • Real Estate 12% • Finance 11% <p>Nearly 600 businesses employed over 20 staff</p> <ul style="list-style-type: none"> • Primarily in Food & Accommodation, Education, Wholesale and Manufacturing sectors <p><i>Source: ABS Australian Business Register 2015</i></p>	<p>Resident Workforce</p> <p>141,000 Employed Residents</p> <p>Professional resident workforce</p> <ul style="list-style-type: none"> • 45% of residents are 'Managers' or 'Professionals' • Sydney average 39% <p>Educated population:</p> <ul style="list-style-type: none"> • 28% bachelor or higher degree • 28% certificate, diploma or advanced diploma <p>49% of employed residents commute out of region:</p> <ul style="list-style-type: none"> • 17% to Sydney CBD • 18% rest of the North District <p>60% stated Car as main mode of travel to work</p> <p>6% of residents Worked from Home</p> <p>3.5% unemployment rate</p> <p><i>Source: ABS 2011 Census Housing & Population</i></p>

Figure 1 Map of Strategic Centres North District

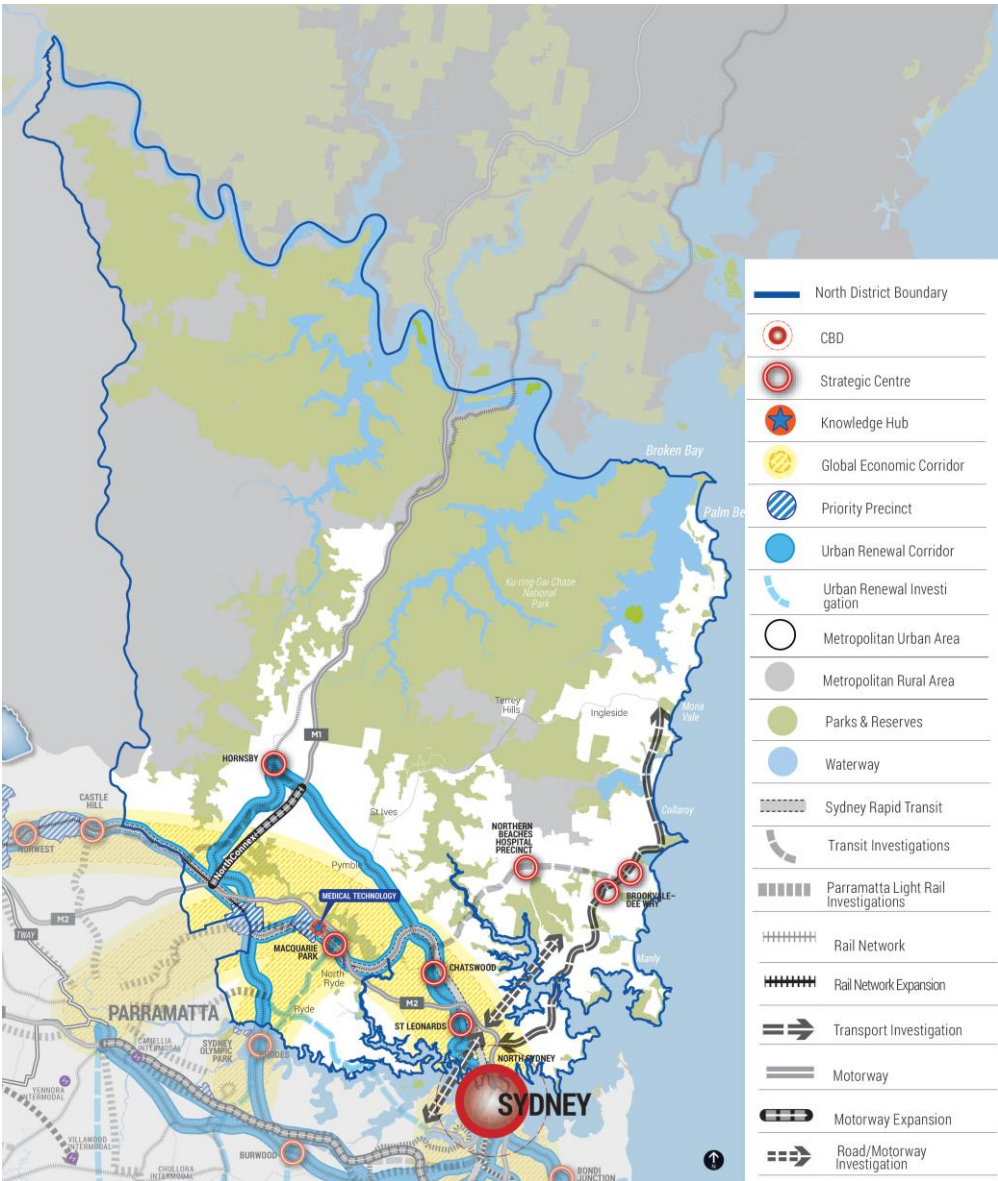
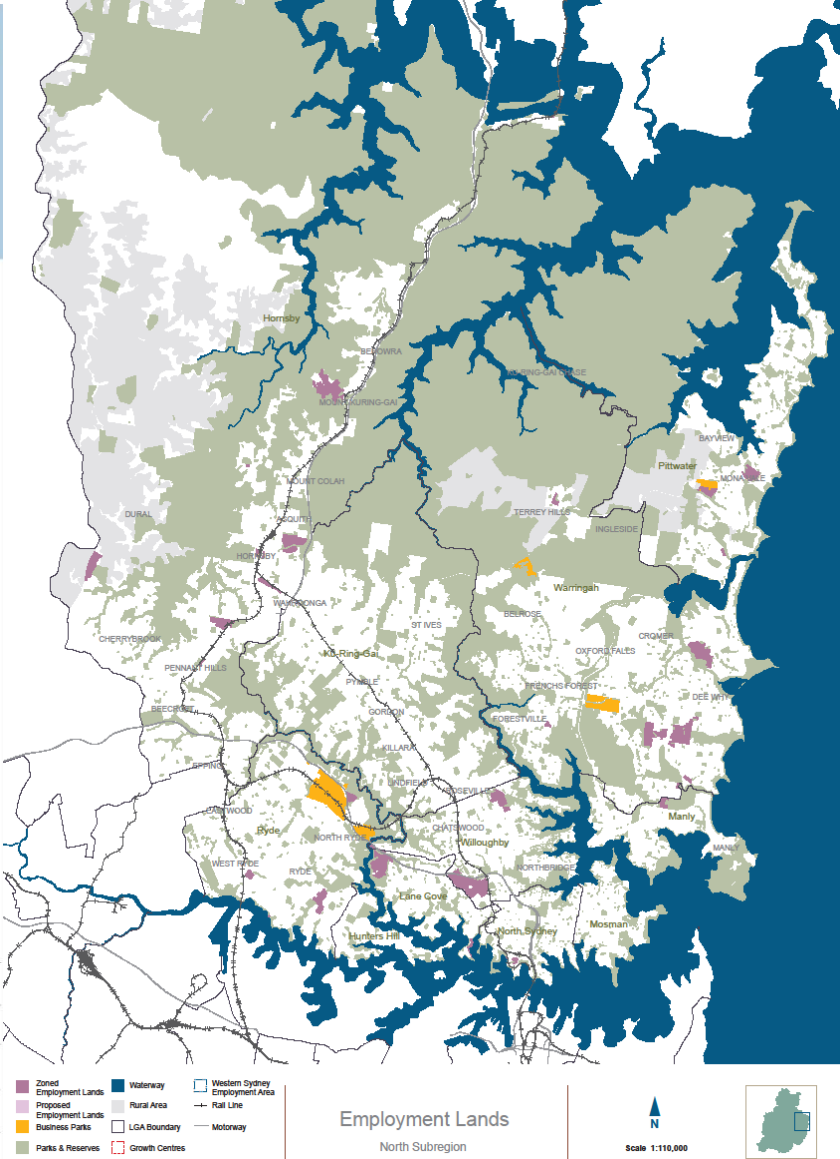


Figure 2 Map of Employment Lands North District



Former Council Economic Development & Tourism Plans and Studies

Prior to formation of the Northern Beaches Council, the three former councils have prepared policies and plans to support the local economies and promote sustainable tourism. In recent years they actively engaged the communities across the northern beaches – the outcomes have then guided strategic directions and overarching goals in these documents:

- **Warringah Economic Development Plan** (adopted by Warringah council in 2011)

For former Warringah, an EDP was released in 2011 <http://www.warringah.nsw.gov.au/sites/default/files/documents/general-information/economic-development/economicdevplan2011web.pdf>. This identified 4 Overarching Themes

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. A review of key achievements to date against each of these tasks/actions, was presented to the Economic Development & Tourism SRG at the April meeting.

- **Pittwater Economic Development Plan (2012-2016) Working Locally-Connecting Globally.**

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:

1. Council economic role and function analysis;
2. Towns and villages;
3. The importance of business infrastructure and networks;
4. The Pittwater Economy and Infrastructure;
5. Strengthening the Local Economy
6. Pittwater in the Broader Economic and Geographical Context; and
7. Emerging Business Issues and Opportunities

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

- **SHOROC Visitor Economy Opportunity Paper**

The SHOROC Visitor Economy Opportunity Paper was prepared by The Stafford Group for SHOROC and was overseen by the SHOROC Economic Development Working Group, comprising of council officers from former Pittwater, Warringah, Manly and Mosman. The paper explored opportunities to expand the visitor economy in the Northern Beaches region and to also highlight any challenges.

It identifies the visitor economy as an important component of the broader economy of the Northern Beaches; with visitor spend actively supporting a number of local businesses and events. The focus of the study was on developing products to grow visitor yield (i.e. spend) rather than grow visitor numbers.

- **Emerging issues paper: Tourism**

This issues paper was written in addition to the Pittwater Economic Development Plan 2012- 2016. It included a survey of tourist-related businesses and stakeholders to identify current challenges and opportunities to sustainably grow the tourism sector in Pittwater.

- **Community Strategic Plan 2025, Manly Council (2015)**

While former Manly does not have an Economic Development Plan, it does contain a number of relevant economic development and tourism actions in its Community Strategic Plan. This includes:

- *'Facilitate a diversified Manly economy that caters for locals and visitors alike'* including progressing revitalisation works and activation of lane ways and streetscapes
- *'Promote tourism as an important part of the local economy'* including developing a Manly tourism management strategy to review the impact of tourism on Manly

- **Manly Council – Tourism Policy**

This policy aims to effectively promote tourism and the management of impacts of tourism on residents and the natural environment, including: facilitating a diverse range of quality accommodation; promoting Manly as a unique year-round holiday destination; encouraging a higher economic yield from visitors; developing a 'brand' to sell Manly; seeking funding from Federal and State Governments; and strengthening strategic partnerships with local businesses.

Economic Development & Tourism Strategic Reference Group - Northern Beaches Council

Following the formation of the new Northern Beaches Council in May 2016, eleven Strategic Reference Groups (SRGs) were formed across key areas of council's operation. The role of the SRGs is to provide a valuable contribution to the directions of the new Council, including input into the development of the Community Strategic Plan (CSP) and future plans and strategies. SRG members were recruited via EOI, represent a cross-section of the community, and bring expertise to their area of appointment. Each group also includes two-three former Councillors as Chair and Deputy Chair.

The Economic Development & Tourism SRG consists of 18 members, listed in Appendix 1. The terms of reference of the SRG are to:

- Provide input to the Vision, Priorities and Objectives for the Northern Beaches Draft Community Strategic Plan.
- Take an active role in the formation of advice to Council on policy and strategies to promote sustainable economic development and tourism.
- Advise the Council on effective management of the mix of long-stay and day visitors to bring sustainable economic benefit and ensure conservation and enhancement of the environment for visitors and residents.
- Identify opportunities and ideas to work in partnership with the Northern Beaches business community.
- Refer to existing economic development and tourism destination plans.
- Focus on:
 - Business community, employment and communication links
 - Tourism and economic development
 - Infrastructure and transport
 - Local procurement to give the local community and Council the opportunity to work with local businesses.

This paper has been prepared to capture the efforts and aspirations of this SRG over a 10 month period from 2016-17.

Community Strategic Plan – Northern Beaches Council

Extensive community engagement in 2016-17 has involved over one thousand community members, including the SRGs, in developing the first Community Strategic Plan (CSP) for the Northern Beaches. While the CSP is not yet finalised, key community feedback has been used to help prepare this SRG Directions Paper.

Below are some of the draft goals and underlying strategies for the draft CSP (SHAPE 2028). These have arisen from the issues and considerations raised by community members during the first stage of CSP engagement. These draft goals and strategies were presented to the SRG members at their February 2017 meeting as part of second stage engagement. A number relate to economic development, with the most relevant of which to this SRG Directions Paper, are shown below.

CSP – Vibrant Local Economy

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

CSP- Transport and Connectivity

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

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

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

CSP – Good Governance

21. Our Northern Beaches Council builds and maintains strong partnerships and advocates effectively on behalf of the community

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

STRUCTURE OF THE SRG Directions Paper

This Directions Paper firstly outlines a Vision and Values that will help shape economic development on the Northern Beaches. It then outlines a range of goals and related strategic directions to support them:

- The **Vision** is a generic one drawn from the draft CSP for the Northern Beaches Council
- The **Values** have been drawn from existing strategies of the former councils and the work of this SRG
- The **Goals** are drawn from the Vibrant Local Economy Goal set out in the draft CSP, which is supported by **Strategic Directions**.
- The **SRG's ideas** for implementing the strategic directions are derived from discussions held at the SRG meetings (February 'Understanding Business Needs at Different Stages of Growth' and April 'Workshop on Economic Development & Tourism SRG Directions Paper'). SRG members were also invited to provide additional ideas against the goals and strategies and these have been captured.

Vision

Northern Beaches – a safe, inclusive and connected community that values its natural and built environment
(Draft vision CSP)

Values

Key values that are relevant to this Directions Paper have been drawn from the Warringah and Pittwater Economic Development Plans:

Recognise the contribution of the business sector to the health of the region

Engage and collaborate with the business community

Innovate to create the conditions for business excellence

Promote the unique strengths, assets and attribute of region's economy

Foster new and emerging business activity

Goals

The 3 key goals for Economic Development & Tourism on the Northern Beaches, are extracted from the Vibrant Local Economy outcome in the draft CSP, and provide a foundation for the strategic directions outlined in the following pages:

1. Connected and thriving business environment

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

2. Diverse employment and education opportunities

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

3. Recognise and promote the region's economic strengths and assets

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

Goal 1: Connected and thriving business environment

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

Issues

- Pressure to rezone employment lands
- Lack of business start-up space
- Inadequate internet speed and capacity
- Poor transport connections into and within the region (for customers, workers and suppliers)
- Lack of awareness of business support networks
- Limited access to finance and business knowledge
- Unsure how to work with Council or how Council can help

Goal 2: Diverse employment and education opportunities

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

Issues

- High commuting out of the region for work, especially higher-order jobs
- High level of car dependency (60%) to get to work
- Skills shortages in some sectors due to cost of living in region
- Limited range of tertiary education facilities (from apprenticeships to graduate degrees)

Goal 3: Recognise and promote the region's economic strengths and assets

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

Issues

- Lack of clear identity and understanding of the economic role/strengths of the region
- No coordinated promotion of the region for investment and visitors
- Constrained infrastructure capacity, especially public transport, to grow key centres
- Limited tourism accommodation and facilities to attract higher yield (spend) visitors
- Limited evening and weekend economy in some centres

Table 2: Ideas from Economic Development & Tourism SRG members to meet Goals and Strategies

The table below summarises 'ideas' from the Economic Development & Tourism SRG's members for implementing the strategic directions and goals in the draft CSP relating to Vibrant Local Economy. They are derived from discussions held at the SRG meetings (February 'Understanding Business Needs at Different

Stages of Growth' and April 'Workshop on Economic Development & Tourism SRG Directions Paper'). SRG members were also invited to provide additional ideas against the goals and strategies and these have been captured.

CSP –VIBRANT LOCAL ECONOMY		ED&T SRG IDEAS TO SUPPORT STRATEGIES
Goal 1) Connected and Thriving Business Environment		
Ensure that employment lands are retained and cater for a diverse range of businesses and industry		<ul style="list-style-type: none"> • Prepare an Employment Land/Industrial Land policy for Northern Beaches identifying the strategic value of these lands and their changing needs/characteristics • Undertake an audit of existing Employment Lands including available land, servicing infrastructure and business uses • Prepare a prospectus to promote vacant and available employment lands in the region • Finalise strategic planning for key employment lands i.e. Frenchs Forest Business Park and Brookvale employment lands • Plan for effective internet and phone lines to employment areas
Improve access for businesses to information, incentive programs and enterprise support		<ul style="list-style-type: none"> • Assign a business town planner within council to provide advice to new and expanding businesses on council services and regulations • Create an online one-stop-shop for business support with a specific business facing brand • Reduce Council red tape for small business, such as participating in the Service NSW "Easy to do Business Program" • Implement programs, such as VendorPanel Marketplace, to make it easier for local businesses to provide goods and services to Council • Signposting local businesses to leverage federal / state / industry programs and grants, such as to help local manufacturing businesses to transition towards "advanced manufacturing" technologies
Facilitate innovative environments where start-up businesses, entrepreneurs and innovators are supported and connected		<ul style="list-style-type: none"> • Investigate use of Council property portfolio to provide affordable spaces for start-up businesses, such as co-worker office space • Advocate for faster rollout on NBN to business hubs across the region and support businesses to utilise new technology and digital marketing opportunities • Partner with businesses to support new patented products
Support networks that are responsive to the evolving needs of the business community on		<ul style="list-style-type: none"> • Provide administrative support to local chambers of commerce and encourage collaboration between local chambers to grow membership base • Create a business event calendar for council and business organisations across the region

the Northern Beaches	<ul style="list-style-type: none"> Establish business networks to share expertise and promote best practice, such as Council's Sustainable Business Network.
Goal 2) Diverse Employment and Education Opportunities	
Facilitate new higher education and vocational training opportunities on the Northern Beaches	<ul style="list-style-type: none"> Work with existing Sydney based, or interstate or international Universities, to identify interest in establishing a supplementary campus on the Northern Beaches Investigate potential for health-related courses, that can leverage a potential health cluster around Northern Beaches Hospital
Facilitate and promote flexible work options that can reduce the need for daily commuting (e.g. telecommuting, Smart Work Hubs)	<ul style="list-style-type: none"> Utilise Council libraries and explore potential for Smart Work Hubs (co-worker office space) to reduce daily commuting into the City Support home-based working through advocating for faster rollout on NBN and/or Google LOOP, across the region
Attract knowledge-based industries to meet the skills and aspirations of residents and growth (e.g. Northern Beaches Hospital)	<ul style="list-style-type: none"> Advocate for improved public transport options to support job growth at the Northern Beaches Hospital precinct Identify key industry sectors, based on evidence and robust forecasting, to attract and grow as 'Business Centres of Excellence' e.g. Higher Education; Tourism; Health (Aged Care & Research); IT and Web-Design; Maritime; and Professional Services Work with NSW Government to consider measurable incentives to attract target sectors e.g. rental assistance; discounted rate; employee benefits related to lifestyle; and joint promotion Support locally based industry specific networks, including holding industry specific events (e.g. hospitality)
Expand employment, training and education opportunities for young people and people experiencing social disadvantage	<ul style="list-style-type: none"> Establish a small business mentor register utilising the knowledge of older/experienced business owners/leaders to mentor start-up businesses Undertake analysis of demand for apprenticeships and training in key sectors (e.g. hospitality and construction) and work with State/Federal Govt programs to support uptake of these.

Goal 3) Recognise and Promote the Region's Economic Strengths and Assets	
Promote Northern Beaches as an attractive place to establish a business	<ul style="list-style-type: none"> • Build upon the new region's brand as "The Northern Beaches" – extraordinary opportunity to market new LGA identity • Identify what is the region's Unique Selling Position (USP) • Develop a marketing campaign to attract inward investment into the region (such as 'Choose Brisbane') • Work with State and Federal Government to provide a one to shop for business licences and approvals (i.e. Easy to do Business)
Provide for diversified job growth and create industry clusters in our villages, Strategic and District Centres	<ul style="list-style-type: none"> • Work with existing businesses/landlords to plan for continued job growth and commercial viability of key centres, including use of partnership funding models to fast-track public domain enhancements • Explore innovate ways to reduce local traffic, such as drones to deliver local freight
Facilitate active and safe urban environments through increased economic activity and in keeping with local character	<ul style="list-style-type: none"> • Help local kids-related businesses to setup and grow around local schools, such as tuition classes, art and drama, through using underutilized space in local commercial centres or community centres • Consideration of late-night/24 hour economy in strategic economic work – look at City of Sydney's OPEN strategy approach to recognise business needs outside of core "9-5" hours • Plan for innovate housing forms (such as Tiny Houses) to support vibrant centres
Enhance and extend opportunities for a sustainable tourist economy throughout the area	<ul style="list-style-type: none"> • Prepare a tourism strategy/Destination Management Plan for the region • Explore niche (high yield) tourism sectors, such as eco-tourism • Identify potential synergies between health, 'well-being' and tourism/hospitality segments e.g. medical tourism and rehabilitation centres • Improve transport links into the region to support sustainable tourism

Appendix 1 - Economic Development & Tourism SRG members

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

ITEM 4.3	ACHIEVEMENTS OF THE STRATEGIC REFERENCE GROUPS
REPORTING OFFICER	EXECUTIVE MANAGER COMMUNITY ENGAGEMENT
TRIM FILE REF	2017/183001
ATTACHMENTS	NIL

ISSUE

Outcomes of the 11 Strategic Reference Groups (SRG), and inviting feedback from members.

BACKGROUND

The new Northern Beaches Council established 11 SRGs in September 2016, to assist the Council to develop its first Community Strategic Plan (CSP) and address priority strategic issues:

Environment (3)	Social (5)		Economy(3)
Natural Environment	Inclusive Communities	Art, Culture & Heritage	Affordable Housing
Waste & Recovery Management	Youth	Open Space & Recreation	Economic Development
Sustainable Transport	Community Safety		Place Making

Meeting generally every 2 months, their early focus was on the CSP. The more recent focus has been on their priority areas, to develop SRG papers and contribute to Council strategies and plans.

DISCUSSION

These SRGs have represented a unique opportunity to help shape the early directions of the new organisation, expanding its scope to the wider LGA and recognising the community's diverse needs, views and issues. Figure 1 outlines their valuable strategic outcomes:

- Key role over 6 months to help develop the CSP vision, issues, priorities, goals and strategies.
- Feedback on their nominated issues across many environmental, social and economic matters.
- A variety of strategic discussion papers developed, to be drawn on by the related Business Units as they prepare new strategies, plans and policies.

It is intended that the SRG papers will be finalised in July, then presented to the Administrator for noting. These will be available to the newly elected Council. It is anticipated that new reference groups will be established in line with the new CSP outcome areas, once the elected Council has approved the 10-year plan later in 2017.

Council thanks all SRG members for their substantial commitment and valuable contributions.

SRG members are invited to provide feedback on their experience over the last 9 months and any suggestions for improvement. A survey link will be emailed to members shortly.

RECOMMENDATION OF EXECUTIVE MANAGER COMMUNITY ENGAGEMENT

That the Economic, Development & Tourism Strategic Reference Group members:

- A. Note the acknowledgment of their valuable contribution and commitment
 - B. Provide survey feedback to Council on their experience as an Strategic Reference Group member
-

Fig. 1 - Strategic contribution of the SRGs

