



Council Chambers
15 August 2025

An Ordinary Meeting of Council will be held on Cammeraygal lands at the Council Chambers, North Sydney at 7.00pm on Monday 25 August 2025. The agenda is as follows.

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CHIEF EXECUTIVE OFFICER

North Sydney Council is an Open Government Council. The records of Council are available for public viewing in accordance with this policy, with the only exception being made for certain confidential documents such as legal advice, matters required by legislation not to be divulged, and staff matters.

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- 1. Opening of Meeting**
 - 2. Acknowledgement of Country**
 - 3. Apologies and applications for leaves of absence or attendance by audio-visual link by councillors**
 - 4. Confirmation of Minutes**
 - 5. Disclosures of Interests**
 - 6. Public Forum**
 - 7. Items by Exception**
 - 8. Mayoral Minutes**
Nil
 - 9. Reports of Committees**
Nil
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10. Reports to Council

- 10.1 Matters Outstanding to 28 July 2025
- 10.2 Q4 Review of the Delivery Program/Operational Plan 2024/25
- 10.3 July 2025 Month-End Financial Report
- 10.4 Investment and Loan Borrowings Report as at 31 July 2025
- 10.5 Council Meeting Schedule 2025-26
- 10.6 Strategic Review of Community Grants and Subsidies
- 10.7 North Sydney Local Planning Panel Report FY2024/25
- 10.8 183-185 Military Road, Neutral Bay - Voluntary Planning Agreement
- 10.9 Proposed DCP amendment - electrification of new residential developments
- 10.10 Fire and Rescue NSW Inspection Report - 229 Miller Street, North Sydney
- 10.11 North Sydney Olympic Pool Redevelopment Project Update

11. Notices of Motion/Questions with Notice

- 11.1 Notice of Motion 17/25: LGNSW Destination and Visitor Economy Conference
- Cr Santer

12. Matters of Urgency

Raised by Councillors

13 Closure of Meeting

In the spirit of open, accessible, and transparent government, the Council meetings of North Sydney Council will be streamed live via Council's website. By speaking at a Council meeting, members of the public agree to being recorded and must ensure their speech to the Council is respectful and use appropriate language. A person who uses defamatory, discriminatory, or offensive language may be exposed to liability for which Council takes no responsibility. Any part of the meeting that is held in Closed Session will not be recorded.

TO: The Mayor Zoë Baker, and Councillors Antonini, Beregi, Carr, Holding, Hoy, Keen, Santer, Spenceley, and Welch

MEETING OF COUNCIL TO BE HELD ON MONDAY 25 AUGUST 2025

1. OPENING MEETING

2. ACKNOWLEDGEMENT OF COUNTRY

3. APOLOGIES AND APPLICATIONS FOR LEAVES OF ABSENCE OR ATTENDANCE BY AUDIO-VISUAL LINK BY COUNCILLORS

4. CONFIRMATION OF MINUTES

THAT THE MINUTES of the Ordinary Council meeting held on 11 August 2025 be taken as read and confirmed.

5. DISCLOSURES OF INTEREST

6. PUBLIC FORUM

7. ITEMS BY EXCEPTION

8. MINUTES OF THE MAYOR

Nil

9. REPORTS OF COMMITTEES

Nil

10. REPORTS TO COUNCIL

10.1 Matters Outstanding to 28 July 2025

Report of Ian Curry, Manager Governance

The purpose of this report is to update Council regarding the status of resolutions arising from Mayoral Minutes, Notices of Motion, and Questions Without Notice.

Each month, a report is presented to Council on the status of resolutions arising from Mayoral Minutes, Notices of Motion, and Questions Without Notice.

The attached table has been updated to include resolutions up to the 28 July 2025 Ordinary Meeting of Council.

Recommending:

1. **THAT** the report be received.

10.2 Q4 Review of the Delivery Program/Operational Plan 2024/25

Report of Jenny Gracey, Corporate Planning Coordinator

The Quarterly Review presents a progress update against the Delivery Program/Operational Plan 2024/25 for the fourth quarter (Q4), 1 April to 30 June 2025, and includes project status (traffic lights) and the corporate scorecard.

The Operational Plan 2024/25 (Year 3 of the Delivery Program 2022-2026) was adopted by Council on 24 June 2024 and commenced on 1 July 2024.

As at the end of the 2024/25 reporting year, a total of 192 projects were scheduled in the Operational Plan to commence or continue. Of these:

- 118 were completed (blue status)
- 22 were on track (green status)
- 38 were delayed (amber status)
- 13 were not progressing (red status)
- 1 was discontinued

Of the 13 projects not progressing, nine were not progressing due to funding constraints.

This is the final progress report against the Delivery Program 2022-2026. A new suite of Integrated Planning and Reporting documents, including the *Community Strategic Plan 2025-2035*, *Delivery Program 2025-2029* and *Operational Plan 2025-2026*, were adopted by Council and commenced on 1 July 2025.

Recommending:

1. **THAT** the Quarterly Review (April – June 2025) of the Operational Plan be received.

10.3 July 2025 Month-End Financial Report

Report of Aigul Utegenova, Chief Financial Officer

This report provides an overview of North Sydney Council's financial performance for the period ended 31 July 2026. It compares budgeted versus actual financial results and year-to-date (YTD) trends to support decision-making and financial planning.

For the first month of 2025/26, Council's operating result before capital grants and contributions is in line with budget, with a small favourable variance of \$0.255 million.

The overall surplus from continuing operations was \$79.727 million, which is \$3.330 million above the YTD budget, mainly due to higher-than-expected developer contributions (\$3.075 million above budget) and stronger interest income (\$0.151

million above budget). These gains were partly offset by lower user charges and fees (\$0.428 million below budget) and other income (\$0.214 million below budget).

Operating expenses were \$0.658 million below budget, with savings in employee costs (\$0.270 million), materials and services (\$0.324 million), and other expenses (\$0.041 million), partly offset by minor variances in other categories.

Overall, income was 102.97% of budget for the month and expenses were 95.11% of budget. While early developer contributions and higher interest earnings have boosted the result, continued monitoring of core revenue streams, particularly user charges and fees, will be important.

Recommending:

1. THAT Council note the July 2025 End of Month financial results.

10.4 Investment and Loan Borrowings Report as at 31 July 2025

Report of Shirley Chen, Financial Controller

The purpose of this report is to provide details of the performance of Council's investments and loans for the month ending 31 July 2025.

All investments have been made in accordance with the Local Government Act and Regulations and Council's Financial Investments Policy.

For the month of July, the total investment portfolio (which includes Term Deposits, Floating Rate Notes and Bonds) provided a return of +0.31% (actual), or +3.74% p.a. (annualised), marginally outperforming the AusBond Bank Bill Index return of +0.30% (actual) or +3.60% p.a. (annualised).

Returns on investments exceeded the July YTD budget by \$151,433. This result includes fees paid to Council's investment advisers for the period.

Recommending:

1. THAT the report on Investments held at 31 July 2025, prepared in accordance with clause 212 of the Local Government (General) Regulation 2021, and the information on Loan Borrowings, be received.

10.5 Council Meeting Schedule 2025-26

Report of Ian Curry, Manager Governance

The purpose of this report is to determine a schedule of Council Meeting dates for 2025/26.

The Local Government Act prescribes that Councils are required to meet at least 10 times each year, each time in a different month.

This report proposes a schedule of Council meetings to September 2026.

Recommending:

1. THAT Council adopt the attached Council Meeting schedule for 2025/26.

2. THAT Council note the attached planned Agenda publication dates for Council Meetings in 2025/26.

10.6 Strategic Review of Community Grants and Subsidies

Report of Gabrielle Rennard, Service Unit Manager Community Resilience and Sustainability

The purpose of this report is to outline the financial support North Sydney Council has provided to the community through grants, subsidies, in-kind support, and other forms of assistance.

The report highlights opportunities to approach Council's financial support for community groups in a more structured manner to enhance transparency, effectiveness, accountability, and better align financial support with Council's strategic directions.

Council provides a diverse range of grants, subsidies, and other forms of assistance to various community groups and individuals. Council's Operational Plan 2025–2026 identifies over \$1.3 million in the 2025 – 2026 budget allocated for direct financial contributions and subsidies. This is a similar budget to that which has been applied in past years.

In addition, this report outlines a further (approximately) \$2M in indirect community investment, provided by Council, to support local not-for-profit organisations, including community and cultural centres. This includes support for building maintenance, rates, waste and recycling services, and foregone rental income associated with Council-owned properties.

In total, Council's community investment exceeds \$3.3million per annum. Of this, approximately \$2.1million is specifically allocated to the operation of community and cultural centres, incorporating both direct financial and in-kind support.

Investment in community programs and community-led initiatives contributes to community belonging, pride, and inclusion. The way funding programs are structured, governed and reviewed is critical in ensuring maximum value through the limited funding pool.

Current funding programs are historical and many lack clear guiding frameworks, levels of accountability, or indications of effectiveness. Many of these programs are very small in scale and are distributed amongst numerous community organisations and entities. Given the significant and ongoing investment that Council makes in this sector, it is important that this be as effective and transparent as possible. A review of these programs has not occurred for many years.

This report recommends that Council conduct a comprehensive review of all grants and historical subsidy programs to ensure that future investments are strategic, effective, financially viable, and accountable, while also supporting the establishment of a Community Investment Framework.

One specific area that is proposed to be amended during 2025/26 is the financial contributions to our community centres. These collectively would account for \$793,100 (plus indirect funding and support) in 2025/26 and represent the largest component of these grants and subsidy programs.

Direct discussions with each of the four centres (Crows Nest, Kirribilli, North Sydney, and Neutral Bay) have occurred. Based on the financial situation of each, it is proposed that the direct financial contribution of \$77,250 allocated to the Kirribilli Community Centre, along with 50% of the \$481,010 contribution allocated for the Crows Nest Community Centre, be redirected to establish a capital reserve fund, dedicated to the maintenance and renewal of these facilities.

These recommendations are premised on Council's documented historical lack of investment in building maintenance and renewal and need to address this shortfall over time.

The report also specifically seeks Council endorsement for the allocation of funding for the 2025 Small Grants and Creative Grants with combined funding of \$46,669. These grant programs were open to the community for submissions during the first half of 2025 and it is important that these be followed through.

Recommending:

1. THAT Council endorse the commencement of a comprehensive review of the Community Grants and Subsidies Policy and the creation of comprehensive guidelines, with the aim of establishing a Community Investment Framework for community consultation.

2. THAT Council approve the recommended funding allocations for the 2025/26 financial year for eligible community projects as outlined in Attachments 1 and 2. This includes, \$19,696 for the Creative Grants Program and \$26,700 for the Small Grants Program.

3. THAT Council note the budget allocation of \$1,321,534 financial assistance to community as outlined in the Operational Plan 2025 – 2026 and reflected in this report.

4. THAT Council reduce the direct financial grant of \$481,010 to the Crows Nest Community Centre to \$240,505 and allocates \$240,505, in the 2025/26 year to establish a capital reserve for building improvement and maintenance for this building.

5. THAT Council replace the \$77,250 direct financial grant to the Kirribilli Neighbourhood Centre in the 2025/26 year, with the creation of a capital reserve for building improvement and maintenance for this property to the same value.

10.7 North Sydney Local Planning Panel Report FY2024/25

Report of Stephen Beattie, Service Unit Manager Development Services

The purpose of this report is to detail the activities of the North Sydney Local Planning Panel for the 2024/25 financial year.

This report is provided in response to the provision contained within Section 2.20 (5) of the Environmental Planning and Assessment Act 1979 which requires that "council is to monitor the performance of local planning panels constituted by the council."

Reports are to be provided to the Planning Secretary annually, based on any given financial year.

This report outlines the role of the North Sydney Planning Panel and its activities and performance during the 2024/25 financial year.

Recommending:

1. THAT the North Sydney Local Planning Panel Report 2024/25 report be received.

10.8 183-185 Military Road, Neutral Bay - Voluntary Planning Agreement

Report of Katerina Papas, Senior Strategic Planner

The purpose of this report is to seek Council's in-principle support of an offer to enter into a Voluntary Planning Agreement (VPA) relating to a Planning Proposal (4/24) for

183-185 Military Road, Neutral Bay. The VPA offer is for the provision of affordable housing on the site and public domain works.

On 27 November 2023, Council resolved to refuse a Planning Proposal for 183-185 Military Road, Neutral Bay. The Planning Proposal sought to increase the maximum building height control from 16m to 43m (12 storeys) and increase the minimum non-residential floor space ratio control from 0.5:1 to 2:1 under the North Sydney Local Environmental Plan (NSLEP) 2013.

Following this decision, the applicant lodged a rezoning review with the Department of Planning, Housing, and Infrastructure (DPHI). This was considered by the Sydney North Planning Panel (SNPP) on 5 May 2024 which recommended the Planning Proposal proceed to Gateway Determination, subject to addressing several matters, including investigating opportunities for the delivery of affordable housing with a target of at least 5% provision as per the Greater Sydney Region Plan.

A Gateway Determination was issued by the DPHI on 11 April 2025 with a condition that “prior to finalisation (of the Planning Proposal/LEP making process), a suitable mechanism must be in place to secure 5% affordable housing on the site.” The Planning Proposal was recently the subject of public exhibition.

On 27 June 2025, the applicant submitted a revised letter of offer (dated 10 June 2025) to enter into a VPA with Council to deliver public benefits, including public domain improvements (provision of a 2.5m setback along Military Road for footpath widening and increased setback of 135m² to contribute to a future Rangers Road Plaza), public bicycle parking, and the provision of 5% of the total potential residential development uplift as affordable housing.

Whilst acknowledging that Council has previously objected to the proposal, the VPA will assist Council in securing public benefits and increase the provision of affordable housing in the North Sydney Local Government Area (LGA).

It is recommended that the VPA offer be accepted by Council on an “in-principle” basis but with amendments as per the terms outlined in Table 2 of this report, and that Council staff be delegated the authority to negotiate the detailed terms of the agreement. If accepted, it is intended that the draft VPA will be placed on exhibition for public comment for a minimum of 28 days.

Recommending:

- 1. THAT** Council resolve to accept, in principle, the letter of offer provided at Attachment 1 to enter into a Voluntary Planning Agreement for the provision of affordable housing and public domain improvements, subject to the terms outlined in Table 2 of this report.
 - 2. THAT** Council grant delegated authority to the Chief Executive Officer (CEO) to negotiate the detailed terms of the draft Voluntary Planning Agreement.
 - 3. THAT** the draft Voluntary Planning Agreement be publicly exhibited for a minimum period of 28 days.
 - 4. THAT** the outcomes of the public exhibition of the draft Voluntary Planning Agreement be reported to Council.
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10.9 Proposed DCP amendment - electrification of new residential developments

Report of Jack Li, Strategic Planner

The purpose of this report is to seek Council's endorsement of a draft amendment to the *North Sydney Development Control Plan (NSDCP) 2025*, for exhibition, that seeks to discourage gas connections and gas appliances in new residential development for environmental, health, and economic reasons.

On 11 December 2023, Council considered a Mayoral Minute to ban the installation of gas appliances in new residential dwellings. Council resolved that a report on amending Council's planning controls to require that all new residential developments be all-electric be prepared for Council's consideration. This report has been prepared in response to that resolution.

On 17 June 2024, a Councillor Briefing was held to discuss a preliminary review of options and potential approaches.

A further Councillor Briefing was held on 21 July 2025 providing updated information on the use of gas and recommending that draft Development Control Plan (DCP) controls be prepared to prohibit the gas connections and appliances in new residential developments.

Recommending:

1. **THAT** Council endorse the draft amendment to the *North Sydney Development Control Plan 2025* to prevent gas connections and the installation of gas appliances in new residential development, as outlined in this report and detailed in Attachment 1, for the purposes of public exhibition.
2. **THAT** the draft amendment to the *North Sydney Development Control Plan 2025* be placed on public exhibition for a minimum of 28 days.
3. **THAT** Council delegate to the Chief Executive Officer the authority to make minor modifications to correct any numerical, typographical, interpretation, and formatting errors, if required, in preparation for the public exhibition.
4. **THAT** the outcomes of the public exhibition be reported to Council.

10.10 Fire and Rescue NSW Inspection Report - 229 Miller Street, North Sydney

Report of Jad Davis, Executive Compliance Officer

The purpose of this report is to enable Council to determine whether to issue a Fire Safety Order in response to an inspection report received from Authorised Fire Officers of Fire and Rescue NSW concerning the premises located at 229 Miller Street, North Sydney.

Authorised Fire Officers from Fire and Rescue NSW conducted an inspection of 229 Miller Street, North Sydney and issued an inspection report to Council.

When an inspection report is received, it must be tabled at a Council meeting for Council to determine whether it will exercise its powers to give a Fire Safety Order and notify the Commissioner of Fire and Rescue of its determination.

The items identified in the inspection report are considered routine and relatively minor for a building of this size and nature. Council staff are currently liaising with the building owners to facilitate the rectification of the fire safety matters raised. The issue of an Order in this instance, would add unnecessary administrative burden without improving fire safety outcomes.

Recommending:

- 1. THAT** Council does not exercise its powers to give a Fire Safety Order in response to the Fire and Rescue NSW inspection report.
- 2. THAT** Council notify the Commissioner of Fire and Rescue NSW of its determination.

10.11 North Sydney Olympic Pool Redevelopment Project Update

Report of Gary Parsons, Director Open Space and Infrastructure

The purpose of this report is to provide Council with an update on the North Sydney Olympic Pool Redevelopment Project.

There has been a significant increase in onsite activity and resources which has resulted in substantial progress across many areas of the project. The project is now transitioning to fit out and commissioning activities.

The contractual date for Practical Completion for the project is 11 July 2024. Icon recently provided an updated program indicating 18 November 2025 as their forecast date for Practical Completion (handover). It is anticipated that it will take two - three months to commission and operationalise the facility before it can be open to the public.

Council must now extend key consultancies from the end of August 2025 to the end of November 2025, to align with the most recent Practical Completion date issued by Icon. Construction Works insurance has now been extended to the 18 November 2025, in line with the advised forecast date for Practical Completion.

The revised construction contract sum is currently \$92.28m, which includes 13 variations totalling \$22.7k that have been agreed and closed since the last report to Council.

The total project commitments remain within the forecast costs to completion of \$122m. It should be noted that this forecast was provided to Council in February 2024, with an anticipated date for project completion of December 2024. There are a significant number of variations either under assessment or that are yet to be submitted, which will place further pressure on the allocated budget for this project.

Recommending:

- 1. THAT** the meeting be closed to the public in accordance with Section 10A (2):
(c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business and because consideration of the matter in open Council would be, on balance, contrary to the public interest as it would affect Council's ability to obtain value for money services.
 - 2. THAT** the confidential report and related attachments be treated as confidential and remain confidential unless Council determines otherwise.
 - 3. THAT** Council note the contents of this report in relation to the redevelopment of the North Sydney Olympic Pool.
 - 4. THAT** Council authorise the Chief Executive Officer to extend the agreement with Brewster Hjorth Architects Pty Ltd for Design Services to 30 November 2025 at a cost of \$264,050 (excl GST) for the North Sydney Olympic Pool redevelopment using the extenuating circumstances provisions within s55(3)(i) of the Local Government Act 1993, noting that the additional costs can currently be accommodated within the existing allocated budget.
 - 5. THAT** Council authorise the Chief Executive Officer to extend the agreement with
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the APP Group Pty Ltd for Project Management resources to 30 November 2025 at a cost of \$261,680 (excl GST) for the North Sydney Olympic Pool redevelopment using the extenuating circumstances provisions within s55(3)(i) of the Local Government Act 1993, noting that the additional costs can currently be accommodated within the existing allocated budget.

6. THAT Council authorise the Chief Executive Officer to extend the agreement with the CPM Pty Ltd for Programming services to 30 November 2025 at a cost of \$7,080 (excl GST) for the North Sydney Olympic Pool redevelopment using the extenuating circumstances provisions within s55(3)(i) of the Local Government Act 1993, noting that the additional costs can currently be accommodated within the existing allocated budget.

7. THAT Council authorise the Chief Executive Officer to extend the agreement with the Blue Stone Management for Quantity Surveying Services to 30 November 2025 at a cost of \$31,600 (excl GST) for the North Sydney Olympic Pool redevelopment using the extenuating circumstances provisions within s55(3)(i) of the Local Government Act 1993, noting that the additional costs can currently be accommodated within the existing allocated budget.

8. THAT Council note the extension of Contract Works Insurance for the redevelopment of North Sydney Olympic Pool to the anticipated Practical Completion date of 18 November 2025, at a cost of \$270,757(excl GST).

9. THAT Council note that current financial commitments for the North Sydney Olympic Pool redevelopment remain within the forecast cost to completion of \$122m, however there are a significant number of variation claims that are still to be submitted.

11. NOTICES OF MOTION

11.1 Notice of Motion 17/25: LGNSW Destination and Visitor Economy Conference - Cr Santer

1. THAT Council note the report below on the outcomes of the Conference - Destination and Visitor Economy - held in Kingscliff in June 2025.

2. THAT when sufficient funds become available, Council undertake a program of identifying potential tourism destinations and local business opportunities, in consultation with the State and Federal Governments, inbound tour operators, domestic wholesalers and accommodation providers, with a view to establishing a tourism industry in North Sydney.

3. THAT Council approach Destination NSW to seek their support in:

- establishing tourism product based in North Sydney and the North Shore;
- and marketing North Shore product to the domestic tourism industry and domestic and overseas consumers.

4. THAT Council establish a cooperative program with neighbouring councils in tourism product packaging and marketing.

Background

The Conference was attended by representatives from

- Tourism Australia, the Federal Government body responsible for marketing Australia as a tourism destination for inbound tourists to consumers and overseas wholesalers;

- Destination NSW, the State Government body for promoting NSW as a holiday destination for domestic and overseas visitors;
- domestic industry representatives; and
- other Councils which have undertaken the establishment and promotion of their LGA as a tourism destination.

Speakers

Tourism Australia (TA) Chief Executive Phillippa Harrison showed the TV and magazine ads that TA are running overseas on the theme: “Come and say G’day”.

- She pointed out that Australia is now in the post-Covid era and is re-emerging as a tourism destination.
- The Brisbane Olympics in 2032 would be important for Australia as a tourism destination.
- With the establishment of the new Western Sydney Airport, the time is right for market promotion of new destinations in Australia to help revitalise inbound and domestic tourism revenues.
- She asked that we send TA local PR pieces featuring our experiences and events, and organise familiarisation tours and product inspections in our LGA.

The Destination NSW representative pointed out that:

- the visitor economy currently contributes around \$60 billion per annum to the NSW economy and this is projected to reach \$91 billion by 2035.
- current projections are for 100 million domestic and international visits to NSW by 2028.
- Just under 80% of the revenue comes from domestic tourism and 20% from international.
- A substantial increase in tourism, especially business-related tourism, such as events, conferences, and meetings can be expected when the new Western Sydney airport starts operating.

The Mayor of Tweed Shire said that:

- visits to their Shire last year had increased by 19% to more than two million visitor nights, with international visits increasing by 47%.
- Tourism is now the main industry for the Tweed region.
- The Shire, in its long-term plan, is now focusing on high-yield international travellers.
- The products it will be featuring will include the Rail Trail, the Tweed Regional Gallery, and Museum (with a focus on indigenous art and culture, events, and nature-based experiences), and “Savour the Tweed” - food and wine.
- Tweed is planning on more than 100,000 ticket sales, with percentage revenues on each sale going directly to Council.
- Their art gallery is injecting around \$12 million into the local economy.

A panel of experts at the conference pointed out that events are particularly important.

- They recommended that, in establishing an events policy, it is necessary to choose the right event at the right time, and the events should reflect local values, culture, and environment: “Know who you are”.
 - The panel also recommended that councils work together in establishing product packages across council borders: for example, along the lines of the cooperative tourism programs already being undertaken by Orange and two neighbouring councils - “Orange 360”, and the Northern Rivers Tourism Management Group of seven councils.
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- Other speakers said that musical events and Aboriginal product should be developed.
- Aboriginal tourism needs to be community-driven, with local government helping to overcome red tape while ensuring that protection of sites is maintained.

Outcomes

- Destination NSW advises Councils and industry on how to identify tourism locations and how to get their LGA's tourism product to market. This product could include such things as scenic viewing platforms, sites showing native flora and fauna, indigenous and settler historic sites, events and conference venues, restaurants and bars, entertainment facilities, sporting venues, and theme parks.
- Destination NSW's support may also include funding.
- Changes to the law on after-hours trading now allow for longer trading hours and revitalisation of the night-time economy.
- Council participants demonstrated how tourism has raised the profile of their LGAs, created new life in their CBDs (especially in the evenings and over weekends), and has increased the prosperity of their local businesses and the Councils themselves.
- Industry representatives showed how to reach key demographic groups, including Gen Z, retirees, arts/cultural visitors, and private companies sponsoring conference attendance as a reward for employees.
- They also pointed to the value of destination branding, and specifically festival promotions, as an effective means of establishing and maintaining the profile of a tourism destination.
- Specifically for our consideration, there was discussion of the value of using sporting destinations, street festivals, and theme parks for tourism promotion.

Conclusion

While recognising that, given our current budgetary situation, our ability to devote Council resources (including staff) to the establishment of a tourism industry in North Sydney featuring local product is severely constrained, we need to recognise that, if/when resources do become available, North Sydney should be enabled to join in on the current re-growth of tourism in Australia; and we should get ready for it by doing what we can to establish local tourism product and assist with its marketing.

There is great potential for identifiable visitor tourism sites in our LGA and the opportunity for the establishment of a viable tourism industry here, with potential revenue increases for existing businesses and Council. Council should therefore undertake a program of identifying potential tourism destinations and local business opportunities, in consultation with the State and Federal Governments, inbound tour operators, domestic wholesalers and accommodation providers, with a view to establishing a tourism industry in North Sydney.

Council should approach Destination NSW to seek their support in:

- establishing tourism product based in North Sydney and the North Shore;
- undertaking a program of familiarisation visits and site inspections to showcase the potential tourism sites and facilities;
- bundling sites and facilities into tourism product packages; and
- marketing North Shore product to the domestic and overseas tourism industry and to domestic and overseas consumers.

Council should also establish a cooperative tourism marketing program with neighbouring councils.

12. MATTERS OF URGENCY

Nil

13. CLOSURE