



WAVERLEY
COUNCIL

OPERATIONS COMMITTEE MEETING

BUSINESS PAPER

7.00 PM, TUESDAY, 31 MARCH 2015

A handwritten signature in black ink, appearing to read 'Kyron'.

Athanasios (Arthur) Kyron
General Manager

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Delegations of Waverley Operations Committee Committee Delegations

On 10 December 2013, Waverley Council delegated to the Waverley Operations Committee the authority to determine any matter **other than**:

1. Those activities designated under S377(1) of the Local Government Act which are as follows:
 - (a) The appointment of a general manager,
 - (b) The making of a rate,
 - (c) A determination under section 549 as to the levying of a rate,
 - (d) The making of a charge,
 - (e) The fixing of a fee,
 - (f) The borrowing of money,
 - (g) The voting of money for expenditure on its works, services or operations,
 - (h) The compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment),
 - (i) The acceptance of tenders which are required under this Act to be invited by the council,
 - (j) The adoption of an operational plan under section 405,
 - (k) The adoption of a financial statement included in an annual financial report,
 - (l) A decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6 of the Act,
 - (m) The fixing of an amount or rate for the carrying out by the council of work on private land,
 - (n) The decision to carry out work on private land for an amount that is less than the amount or rate fixed by the council for the carrying out of any such work,
 - (o) The review of a determination made by the council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the Environmental Planning and Assessment Act 1979,
 - (p) The power of the council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194,
 - (q) A decision under section 356 to contribute money or otherwise grant financial assistance to persons,
 - (r) A decision under section 234 to grant leave of absence to the holder of a civic office,
 - (s) The making of an application, or the giving of a notice, to the Governor or Minister,
 - (t) This power of delegation,
 - (u) Any function under this or any other Act that is expressly required to be exercised by resolution of the council.
2. The adoption of a Community Strategic Plan, Resourcing Strategy and Delivery Program as defined under Sections 402, 403, and 404 of the Local Government Act.
3. The determination of urgent matters raised in the Committee without prior notice.

Committee decisions will be made by majority vote of the quorum present.

The Committee's Minutes will be confirmed at the following committee meeting in line with the provisions of Clause 266 of the Local Government Regulation 2005 which are:

- (1) *Each committee of a council must ensure that full and accurate minutes of the proceedings of its meetings are kept.*
- (2) *As soon as the minutes of an earlier meeting of a committee of the council have been confirmed at a later meeting of the committee, the person presiding at the later meeting must sign the minutes of the earlier meeting.*



AGENDA

WAVERLEY OPERATIONS COMMITTEE MEETING

A meeting of the OPERATIONS COMMITTEE will be held at Waverley Council Chambers, Bondi Road, Bondi Junction at:

7.00 pm, Tuesday, 31 March 2015

PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

The Chair will read the following Opening Prayer and Acknowledgement of Indigenous Heritage:

“God, we pray for wisdom to govern with justice and equity. That we may see clearly and speak the truth and that we work together in harmony and mutual respect. May our actions demonstrate courage and leadership so that in all our works thy will be done. Amen.”

Waverley Council respectfully acknowledges our Indigenous heritage and recognises the ongoing Aboriginal traditional custodianship of the land which forms our Local Government Area.”

- 1. Apologies/Leave of Absence**

- 2. Declarations of Pecuniary and Non-Pecuniary Interests**

- 3. Addresses to Council by Members of the Public**

4. Confirmation of the Minutes

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The following matters are proposed to be dealt with in Closed Session and have been distributed to Councillors separately with the Agenda:

OC/7.1/15.03(2)	CONFIDENTIAL REPORT – Response to Code of Conduct Complaint May 2014
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This matter is considered to be confidential under Section 10A 2(i) of the Local Government Act.

8. Meeting Closure

Report No. OC/4.1/15.03(2)



Subject: Operations Committee Meeting – Minutes – 3
March 2015 – Confirmation

Trim File No.: A14/0063

Author: Richard Coelho, Governance Officer

Director: Arthur Kyron, General Manager

Recommendation:

That the minutes of the Operations Committee Meeting of 3 March 2015 be received and noted, and that these minutes be confirmed as a true record of the proceedings of that meeting.

1. Executive Summary

The minutes of the Operations Committee Meeting held on 3 March 2015 are submitted to the Operations Committee for confirmation, in accordance with Section 375 of the Local Government Act 1993, which provides that Council must ensure that full and accurate minutes are kept of the proceedings of its meetings and be confirmed at the subsequent meeting.

2. Introduction/Background

In accordance with Section 17.2(4) of Council's Code of Meeting Practice, the minutes of the Operations Committee meeting held on 3 March 2015 have been issued subject to confirmation at a subsequent meeting.

2.1 Relevant Council Resolutions

There are no previous relevant Council resolutions on this matter.

3. Discussion

Nil.

4. Relationship to Waverley Together 3 & Delivery Program 2013-17

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

Direction: G4 – Co-ordinated, efficient and effective services are delivered through the most appropriate agencies and partnerships.

Strategy: G4b – Provide a range of efficient and effective corporate support services.

Deliverable: Professional and timely support and assistance to Councillors and meetings of Council and Council committees.

5. Financial impact statement/Timeframe/Consultation

Financial impact statements, timeframes and consultation are detailed within the individual reports attached to the agenda and where amended by the minutes.

6. Conclusion

Council is required to confirm the minutes of the Operations Committee meeting held on 3 March 2015.

7. Attachment/s:

1. Operations Committee Meeting – Minutes – 3 March 2015.



WAVERLEY COUNCIL

MINUTES OF THE OPERATIONS COMMITTEE MEETING OF WAVERLEY COUNCIL HELD AT WAVERLEY COUNCIL CHAMBERS ON TUESDAY, 3 MARCH 2015

Present:

Councillor Bill Mouroukas (Chair)	Waverley Ward
Councillor Joy Clayton	Bondi Ward
Councillor Dominic Wy Kanak	Bondi Ward
Councillor John Wakefield	Bondi Ward
Councillor Sally Betts (Mayor)	Hunter Ward
Councillor Leon Goltsman	Hunter Ward
Councillor Miriam Guttman-Jones	Hunter Ward
Councillor Angela Burrill	Lawson Ward
Councillor Andrew Cusack	Lawson Ward
Councillor Paula Masselos	Lawson Ward
Councillor Tony Kay (Deputy Mayor)	Waverley Ward
Councillor Ingrid Strewe	Waverley Ward

Staff in attendance:

Arthur Kyron	General Manager
Cathy Henderson	Director, Waverley Life
Peter Monks	Director, Waverley Futures
Mark Wood	Director, Waverley Renewal
Ian Roberts	Acting Internal Ombudsman, Waverley Corporate

At the commencement of proceedings at 7.00pm those present were as listed above with the exception of Cr Wakefield who arrived at 7.10pm.

Opening Prayer and Acknowledgement of Local Indigenous Heritage

The Chair read the following Opening Prayer and Acknowledgement of Indigenous Heritage:

God, we pray for wisdom to govern with justice and equity. That we may see clearly and speak the truth and that we work together in harmony and mutual respect. May our actions demonstrate courage and leadership so that in all our works thy will be done. Amen.

Waverley Council respectfully acknowledges our Indigenous heritage and recognises the ongoing Aboriginal traditional custodianship of the land which forms our Local Government Area.

1. Apologies/Leave of Absence

There were no apologies.

2. Declarations of Pecuniary and Non-Pecuniary Interests

The Chair called for declarations of interests and none were received.

3. Addresses to the Committee by Members of the Public

1. Alex U – OC/5.2/15.03 – Petition – Residents’ parking in Cox Avenue, Bondi Beach
2. J Howes – OC/5.4/15.03 – Petition – Opposing the removal of fig trees along Allens Parade, Bondi Junction
3. D Buchan – OC/5.5/15.03 – Petition – Waverley Park dog off leash areas
4. A Imvriotis – OC/5.8/15.03 – Waverley Park – Artificial turf investigation
5. D Buchan – OC/5.9/15.03 – Waverley Park dog off leash exercise area review
6. B Keenan – OC/5.9/15.03 – Waverley Park dog off leash exercise area review

4. Confirmation of the Minutes

OC/4.1/15.03 Operations Committee Meeting – 3 February 2015 (A14/0063)

MOTION / DECISION

Mover: Cr Cusack

Seconder: Cr Burrill

That the minutes of the Operations Committee Meeting of 3 February 2015 be received and noted, and that these minutes be confirmed as a true record of the proceedings of that meeting.

5. Reports

OC/5.1/15.03 **Petition – Development application at 88 Beach Road, Bondi Beach (DA618/2014) (A13/0100-3)**

MOTION

Mover: Cr Clayton
Seconder: Cr Goltsman

That the petition be received and noted and forwarded to the Executive Manager, Building Waverley.

AMENDMENT

Mover: Cr Wakefield
Seconder: Cr Kanak

That the Motion be adopted subject to Council removing delegated authority from the Waverley Development Assessment Panel for this DA and undertaking deliberation itself.

THE CHAIR RULED THE AMENDMENT OUT OF ORDER ON THE ADVICE OF THE GENERAL MANAGER THAT THIS COMMITTEE DOES NOT HAVE THE DELEGATION TO REMOVE THE DELEGATED AUTHORITY FROM THE WAVERLEY DEVELOPMENT ASSESSMENT PANEL.

THE MOTION WAS THEN PUT AND DECLARED CARRIED.

DECISION: That the Motion be adopted.

OC/5.2/15.03 **Petition – Residents' parking in Cox Avenue, Bondi Beach (A03/2581) (A13/0100-3)**

MOTION

Mover: Cr Clayton
Seconder: Cr Goltsman

That:

1. The petition be received and noted and forwarded to the Executive Manager, Creating Waverley, including an investigation of the precedent that currently exists at the Ben Buckler end of Ramsgate Avenue for 'resident only' parking between 10pm and 6am.
2. Council officers arrange a meeting with affected residents of Cox Avenue to discuss options.
3. Council officers compile previous motions which relate to the issues addressed in the petition and report back to Council.

AMENDMENT

Mover: Cr Wakefield
Seconder: Cr Kanak

That the Motion be adopted subject to Council requiring previously passed motions that relate to increasing restrictions in Bondi Basin to midnight and undertaking a review of parking restrictions and pedestrian safety in Hall Street and surrounding streets to be implemented forthwith.

THE AMENDMENT WAS PUT AND DECLARED LOST.

Division:**For the Amendment:** Crs Kanak, Masselos, Strewé and Wakefield.**Against the Amendment:** Crs Betts, Burrill, Clayton, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.

THE MOTION WAS THEN PUT AND DECLARED CARRIED UNANIMOUSLY.

UNANIMOUS DECISION: That the Motion be adopted.*Alex U addressed the meeting.***OC/5.3/15.03 Petition – Development application at Tiffany Plaza, 422 Oxford Street, Bondi Junction (DA6/2015) (A13/0100-3)****MOTION / DECISION**Mover: Cr Burrill
Seconder: Cr Cusack

That the petition be received and noted and forwarded to the Executive Manager, Building Waverley.

OC/5.4/15.03 Petition – Opposing the removal of fig trees along Allens Parade, Bondi Junction (A13/0100-3)**MOTION**Mover: Cr Cusack
Seconder: Cr Burrill

That:

1. The petition be received and noted and forwarded to the Executive Manager, Clean and Attractive Waverley.
2. Councillors be advised when the meeting with residents of Allens Parade and Hollywood Avenue is to occur.

AMENDMENTMover: Cr Masselos
Seconder: Cr Kanak

That the Motion be adopted subject to Council officers assessing the trees along Hollywood Avenue and Allens Parade for consideration of inclusion on the significant trees register.

THE CHAIR RULED THE AMENDMENT OUT OF ORDER ON THE GROUNDS THAT COUNCIL HAS PREVIOUSLY REJECTED A SIMILAR MOTION MOVED AT ITS MEETING ON 17 FEBRUARY 2015.

THE MOTION WAS THEN PUT AND DECLARED CARRIED UNANIMOUSLY.

UNANIMOUS DECISION: That the Motion be adopted.*J Howes addressed the meeting.*

OC/5.5/15.03 Petition – Waverley Park dog off leash areas (A13/0100-3)**MOTION / UNANIMOUS DECISION**

Mover: Cr Mouroukas

Seconder: Cr Kay

That the petition be received and noted and forwarded to the Executive Manager, Safe Waverley.

D Buchan addressed the meeting.

OC/5.6/15.03 Public use of open space next to School of Arts Building, Bondi Road (A03/0907)**MOTION / DECISION**

Mover: Cr Kay

Seconder: Cr Mouroukas

That Council:

1. Receives the community consultation feedback received on the Green Space adjacent to the Waverley Woollahra Art School (WWAS) - formally the site of Waverley Children's Library.
2. Endorses a staged community-led placemaking project based on the Lighter, Quicker, Cheaper (LQC) method of placemaking, as set out in the report.
3. Notes that stage one of this community-led placemaking project will be completed by Optus Rock Corps youth volunteering program, in partnership with Waverley Woollahra Arts School in April 2015.
4. Includes this area in the land audit previously resolved by Council in the February 2015 Mayoral Minute.

OC/5.7/15.03 Waverley Access Advisory Committee – Endorsement of nominations (A02/0446-03)**MOTION / UNANIMOUS DECISION**

Mover: Cr Burrill

Seconder: Cr Guttman-Jones

That Council:

1. Appoints the following four community members to positions on the Waverley Access Advisory Committee for a two year term:
 - Mary Doyle
 - Sophie Stevens-Radford
 - Yuko Usami
 - Audrey McCallum
2. Endorses an ongoing recruitment process for community membership.

OC/5.8/15.03 Waverley Park – Artificial turf investigation (A13/0624)**MOTION / DECISION**

Mover: Cr Betts
Seconder: Cr Kay

That Council:

1. Supports the increased provision of community sport and recreation opportunities through the installation of synthetic fields, artificial cricket pitch between fields and associated open picket fencing at Waverley Park.
2. Agrees to in principle support for the installation of a synthetic field on Oval No. 2, subject to the sourcing of funds, in the 2015/16 year.
3. Agrees to a further feasibility study and consultation with residents on the installation of synthetic turf on Oval No. 3 with ancillary undercover facilities.
4. Agrees that both Oval No. 2 and Oval No. 3 should be designated sporting fields, and consideration be given to fencing.

Division:

For the Motion: Crs Betts, Burrill, Clayton, Cusack, Goltsman, Guttman-Jones, Kay, Mouroukas, Strewe and Wakefield.

Against the Motion: Crs Kanak and Masselos.

A Invriotis addressed the meeting.

**OC/5.9/15.03 Waverley Park dog off leash exercise area review (A11/0440-02)
(A02/0287)****MOTION / UNANIMOUS DECISION**

Mover: Cr Kay
Seconder: Cr Mouroukas

That Council:

1. Approves the dog exercise zones at Waverley Park shown in Attachment 2, including the dog off leash zone, dog on leash zones, and dog prohibited zones.
2. Requests Council officers to investigate and implement improvements to the dog off leash exercise area at Waverley Park including:
 - a) Bindi weed management.
 - b) Additional drainage.
 - c) Seating.
 - d) Improved lighting.
 - e) A potential hand rail on the path leading up to the dog exercise area from the Paul Street end.
 - f) Water stations for people and dogs.
 - g) Shade.
 - h) Additional dog bag dispensers.

3. Prepares a Waverley Park dog exercise signage plan for consultation with Waverley Ward councillors prior to implementation.
4. Investigates further off-leash dog exercise areas within Waverley Park, to include fenced 'dog runs' for different sized dogs (small and large), with a report to come back to Council.
5. Ensures that there is an accessible off-leash area.

D Buchan and B Keenan addressed the meeting.

THE MEETING CLOSED AT 9.53PM.

.....
SIGNED AND CONFIRMED
CHAIRPERSON
31 MARCH 2015

Report No. OC/5.1/15.03(2)



WAVERLEY
COUNCIL

Subject:	West Oxford Street Precinct Plan
Trim File No.:	A13/0636-02
Author:	George Bramis, Executive Manager Shaping Waverley, Valerie Giammarco, Coordinator - Urban Design & Heritage and Sascha Martin, Strategic Planner (Urban Design)
Director:	Peter Monks, Waverley Futures

Recommendation:

That Council:

- Notes the following key feedback (collated into reoccurring themes) received from the 169 submissions during the "West Oxford Street Design Charette Summary Report and Recommendations" Public Exhibition period (Attachment 1):
 - Future development should be limited to the existing Local Environment Plan heights and yield (60%).
 - Protect and retain the heritage character, low scale and village atmosphere and sense of local community (51%).
 - Development should not reduce sunlight from overshadowing or create a wind tunnel effect (47%).
 - Development and increased density in West Oxford Street will increase traffic, noise and pollution (45%)
 - Upgrades to the public domain and pedestrian amenity including better lighting, access, footpaths, more street planting and street trees, bike racks and seating are supported. A more walkable and safe precinct is supported. (42%)
- Notes the following key findings from the statistically valid survey of 378 residents (Attachment 2):
 - In its current form, respondents consider the best things about West Oxford Street to be the diversity of shops (30%), the cafés and restaurants (17%); the low density (15%); the village atmosphere (9%); the heritage character (9%) and the sense of community (5%) in the area.
 - Respondents' major concerns centre on infrastructure and amenity: i.e. traffic flows and gridlock (34%); the run-down and 'shabby' appearance of the area (26%); the future viability of retail in the area (15%); the bus depot (its appearance, the traffic impacts of buses entering and exiting the depot) (14%); pedestrian safety (11%); the safety of shared pedestrian and bike paths (14%); and parking (12%).
 - Awareness and knowledge of the Precinct Plan is low with 48% aware of the plan and of those 84% only know that a plan is being developed.
 - The most preferred of the Traffic ideas were:
 - The simplification of the intersection at Oxford Street, Ocean Street and Syd Einfeld Drive (19%);
 - Relocate both the entry and the exit to the bus depot (currently on Oxford Street) to a position around the corner on York Road (18%).
 - Provide new laneways to improve walking connections both north and south of Oxford Street (17%), which also received the highest overall acceptability rating among this idea block at 66%.

- The two Public Domain ideas which were most preferred were:
 - providing quality plants and trees along all streets (15%); and
 - creating a public forecourt near the front of bus depot and angling buildings to create a 'frame' for a future entryway to Centennial Park (11%). The acceptability rating shows this idea is acceptable to a two thirds majority (with 65% of respondents rating it as between six and ten out of ten).
 - The three most preferred Art, Culture and Heritage ideas were:
 - support local business diversity (29% rated this as most preferred);
 - preserve heritage-listed landmarks such as the Nelson Hotel and Westgate House, as well as buildings within heritage conservation areas (22%); and
 - retain small scale shopfronts (17%).
 - The most preferred Building Ideas were:
 - Discourage large scale sites for buildings (35%). Almost three quarters (73%) of residents considered discouraging large scale buildings as acceptable.
 - set back the bus depot frontage to allow construction of a two-to-three storey building to be used for cultural activities (22%).
 - Residents were asked to rate their overall feelings about the project and two thirds (67%) rated their feelings as either positive (50%) or extremely positive (17%).
3. Note that the West Oxford Street Design Charette produced ideas for the future of West Oxford Street. The ideas were publicly exhibited and tested in a statistically valid survey. The following ideas are to be further investigated:

Public Domain / Traffic

In consultation with Roads and Maritime Services (RMS), Sydney Buses and Transport for NSW (TfNSW) test the feasibility of and then progress the following improvements and strategies as shown on Map 1:

- a. A new roundabout to link Syd Einfeld Drive and Grafton Street.
- b. Create Nelson St shared zone with pedestrian preference (in conjunction with new roundabout).
- c. Extending Oxford St to create a single 4-way intersection with Ocean St and Syd Einfeld Drive.
- d. Closure of York Rd between Oxford Street and Syd Einfeld Drive.
- e. Prepare a tree planting strategy for the edges and median of Syd Einfeld Drive.



Map 1: Public Domain / Traffic Ideas

Built form

Following assessment of the submissions received from the public exhibition, the Government Architect's Office (GAO) report and the ideas from the design charette teams the following approach has been recommended for Waverley LEP 2012 (WLEP) floor space ratio and height of buildings controls:

- f. No change to WLEP 2012 for blocks 3b, 4, 5 and 6 as identified on map 2 below.
- g. Further detailed investigation will be undertaken for blocks 1,2 and 3a as identified on map 2 below. The assessment of the Planning Proposal received for 194 - 214 Oxford St and 2 Nelson St is necessary prior to making any decision on whether changes to the WLEP 2012 are warranted. The assessment and investigations will consider use, heritage, overshadowing, wind effects, sense of arrival, design excellence and traffic impacts.



Map 2: Location of blocks 1 - 6

Other matters

It is recommended to progress the following improvements and strategies as shown on Map 3 below:

- h. Combining the traffic island and part of York Rd (between Oxford Street and Syd Einfeld Drive) into a single site.
- i. Consolidating residual land at edge of Syd Einfeld with adjacent sites.
- j. Initiate the process for adjustments to Council's "Arcades, Through Site Links and Squares" controls to provide for various through site links, new laneways and connections as shown on Map 3.
- k. Note suggestions from the design teams for improvements to Centennial Park and the bus depot. Improved configuration of the Oxford Street frontage of the bus depot is one of the most significant actions for Oxford Street. Council officers will refer the documents and community engagement results to TfNSW, Roads and Maritime Services (RMS), Randwick

Council and Centennial Park and Moore Park Trust (CPMPT) for their consideration in future planning.



Map 3: Built form ideas

4. Adopt the "West Oxford Street Design Charette Summary Report and Recommendations" prepared by the Government Architect's Office.
5. Endorses the preparation of a community engagement plan for any of the further investigative works Council resolves to undertake.

1. Executive Summary

The aim of this report is to provide an update of what has happened since the last report to Council in August 2014, adopt the "West Oxford Street Design Charette Summary Report and Recommendations" (prepared by GAO) and to recommend design charette ideas worthy of further investigation. Community sentiment pertaining to the charette ideas was collected via publicly exhibiting the report and a statistically valid survey. The community engagement process was also peer reviewed.

The ideas worthy of further consideration were tested against the principles of the project and informed by community and stakeholder engagement and research. When these ideas are realised the precinct will provide an improved threshold to Bondi Junction, it will better connect with adjacent areas and be a better place for the community to live, work, shop and enjoy. A community engagement plan will be prepared as part of the investigation process for the recommended ideas.

2. Introduction/Background



Figure 1: Aerial plan showing Study area (denoted in colour) and the LGA boundaries separating Waverley Local Government Area (LGA), Randwick LGA and Woollahra LGA.

The decision to prepare the West Oxford Street Precinct Plan was made by Council in December 2013. Since then Council has been working with the community and the GAO to generate ideas and develop a comprehensive strategic plan that best benefits the area, and considers the precinct in a holistic and strategic way.

The charettes were coupled with invited government agency and resident meetings. Due to the prominence of the site and many interested community members, community engagement specialists Elton's Consulting were engaged in February 2014 to facilitate the process and was reported to Council at its meeting on 18 February 2014.

The charettes and process were reported to Council in August 2014. The information was contained within the "Draft West Oxford Street Design Charette Summary Report and Recommendations" as prepared by the GAO. Subsequently the draft report was exhibited for two months and submissions received. Council staff evaluated and summarised the submissions as attached (Attachment 1). An independent statistically valid survey and university affiliated peer review were also commissioned as attached (Attachment 2 and 3).

As a result of community engagement the exhibited report was revised by the GAO (Attachment 4). This report recommends adoption of the "West Oxford Street Design Charette Summary Report and Recommendations".

This report contains a discussion of ideas considered worthy of further investigation.

2.1 Relevant Council Resolutions

Council or Committee Meeting & Date	Minute No.	Decision
19 August 2014	CRD.53/14	<p>1. Endorses for public exhibition the “Draft West Oxford Street Design Charette Summary Report and Recommendations” as attached at Attachment A for a period of two months commencing on 20 August 2014, with the exception of any concepts within Centennial Park, as this is outside the Waverley LGA, and any suggested development in the Bus Depot site other than proposals that would improve the external appearance of and access to / from the Bus Depot , its integration into the surrounding locality, and the movement of pedestrians, buses, bikes and other private vehicles, in accordance with the Mayoral Minute MM.6/14 on 22 April 2014.</p> <p>2. Notes that should submissions be received pertaining to the two items listed as exclusions in Part 1 above, these will be collated and reported as part of the submissions, however any ongoing actions would not be pursued further or limited to an advocacy role.</p> <p>3. Notes and approves the amendments to the report advised by the Government Architects Office in an email dated 19/8/2014 with subject heading - ‘West Oxford St Design Charette Summary Report and Recommendations - CORRECTIONS ‘</p> <p>4. Notes that following the public exhibition period, a further report will be prepared for Council:</p> <ul style="list-style-type: none"> a) Summarising the consultation process and key feedback, b) Recommending revisions to the report if required; and c) Recommending adoption of the “Final West Oxford Street Design Charette Summary Report and Recommendations”. <p>5. Considers additional options including a statistically valid survey for community engagement.</p>
18 February 2014	CRI.1/14	<p>1. Receive and note the report.</p> <p>2. There be one town hall style public meeting prior to the report to Council in July to seek to:</p> <ul style="list-style-type: none"> a) Inform the community about the key issues b) Engage attendees and seek their views c) Feed the outcomes of the meeting into the process d) Promote the meeting through a range of promotional activities including letter box drops, media releases, etc. <p>3. All consultation processes actively engage and enable special interest / special needs groups, including people of CALD backgrounds, ATSI community, the aged etc, to be active participants in the consultation process.</p>

		4. Council ensure that no single Street dominates the participation in the focus groups.
10 December 2013	CR.1312.12.8	<p>1. Receive and note this report.</p> <p>2. Agree to prepare the West Oxford Street Precinct Plan as outlined in this report.</p> <p>3. Engage the Government Architect's Office to assist in facilitating the process, including using a Design Charette with invited stakeholders.</p>

3. Discussion

3.1 Community Engagement

A formal Public Exhibition period and statistically valid survey have recently been completed. These formed part of the final stage of consultation in a three stage process. The consultation plan is outlined below:

- Stage One: There was a high level of community interest and participation in the consultation activities for the West Oxford Street Precinct Plan study. 260 attendances were recorded at community events and 446 submissions / surveys were received sharing their ideas and suggestions for the West Oxford Street Precinct.
- Stage Two: Design charettes and early concept plans for the West Oxford Street Precinct's future were presented for comment and feedback. 169 attendances were recorded at community events and 48 submissions were received with feedback on the preliminary ideas for the West Oxford Street Precinct.
- Stage Three: The "Draft West Oxford Street Design Charette Summary Report and Recommendations" was publicly exhibited in August, September and October 2014. During this time 169 submissions were received. The findings of this consultation are presented in this report and detailed in Attachment 1. A statistically valid survey was commissioned and occurred in November / December 2014. 378 residents completed surveys. Intercept and business surveys were also distributed however return rates were very low.

Extensive Councillor, government agency and internal engagement has occurred throughout the process.

Stage 3 consultation is described in detail below.

Subsequent investigation of ideas will be conducted in conjunction with a Community Engagement Plan.

3.1.1 Public Exhibition Submissions (Attachment 1)

The community including residents, property, business owners and government agencies were invited to provide their feedback on the Design Charette Summary Report and Recommendations. Submissions were received via the following:

- email to Council's dedicated email address (87 respondents) (westoxford@waverley.nsw.gov.au),
- *Have Your Say* web page (44 respondents)
- returned A3 sized Summary Report Information Leaflet received at the community drop in sessions, Council Chambers or via the submission box at the Customer Service Centre (28 respondents)

- written (10)

Council received 183 submissions however 14 of these were duplicates with respondents submitting multiple times using a variety of the methods above. Submissions from the same respondent have been tabulated as one with a total of 169 submissions counted. Many respondents provided their suburb of residence from which 129 stated that they live in Bondi Junction, parts of Queens Park, Waverley and Woollahra.

With just under one third of respondents filling out the *Have Your Say* webpage, the percentage breakdowns of the non-open ended answers provide useful statistical information.

A summary of the breakdowns follow:

- Age: 23% of respondents were 26-35 and 56-65, 18% were 46-55 and over 65
- 82% of respondents were males
- The majority of respondents reside in Bondi Junction

Comments contained in the overall feedback were collated into themes. The top 5 reoccurring themes (in descending order) are:

1. 60% - Any development should be kept within the existing Local Environment Plan (LEP)
2. 51% - Protect and retain the heritage character, low scale and village atmosphere and sense of local community
3. 47% - Development will reduce sunlight from overshadowing including creating a wind tunnel effect
4. 45% - Development and increased density in West Oxford Street will increase traffic, noise and pollution
5. 42% - Support: Upgrades to the public domain and pedestrian amenity including better lighting, access, footpaths, and more street planting and street trees, bike racks, seating, walkable and safe

Council received two petitions; one from retailers on Oxford Street containing 12 signatures and another from residents containing 22 signatures. These have been tabulated and included in the key themes above.

The *Have your Say* web page and the Summary Report Information Leaflet contained specific questions pertaining to what ideas from the Summary and Recommendations Report the community liked or were concerned about. A portion of respondents were specific with their responses and their feedback is itemised below as per the ideas numbering from the Summary Report Information Leaflet. The top 5 reoccurring themes respondents liked (in descending order) were:

1. 7 respondents - Idea No.31 Preserve heritage listed Nelson Hotel and Westgate House on corner of Oxford Street and St James Road and historic Grafton Street terraces
2. 6 respondents - Idea No. 3 Simplify and realign intersection at Oxford Street /Syd Einfield Drive and Ocean Street to create a new urban block.
3. 5 respondents - Idea No. 1 Connect Grafton St to Syd Einfield Dr via slip lanes and new roundabout on Grafton Street.
4. 4 respondents - Idea No. 12 Plant deciduous street trees along Oxford Street
5. 4 respondents - Idea No.15 Create widened shared way and upgrade bus shelter on southern side of Oxford Street in front of bus depot

Overall the comments highlight an aspiration to uphold the existing LEP controls for the West Oxford Street area, provide good public amenity such as solar access, reduce traffic congestion, air pollution

and noise, and improve footpaths with more bike parking and street trees. Retaining the low rise village atmosphere and sense of community whilst protecting Centennial Parklands is also considered as significant.

3.1.2 Evaluation of public exhibition feedback

Response to feedback follows below:

Exhibition period feedback	Response
Future development being limited to the existing Local Environment Plan heights and yield (60%).	<ul style="list-style-type: none"> Proposed increases to the LEP heights and FSR are not supported for blocks 3b, 4, 5 and 6. Two of the three design teams proposed new height limits and FSR's for blocks 1, 2 and 3a as shown on Map 2. Further detailed investigations of these blocks will be undertaken as part of the Planning Proposal 194 - 214 Oxford Street and 2 Nelson Street prior to considering whether any amendments are warranted. The assessment and investigations will consider use, heritage, overshadowing, wind effects, sense of arrival, design excellence and traffic impacts.
Protecting and retaining the heritage character, low scale and village atmosphere and sense of local community (51%)	<ul style="list-style-type: none"> The existing heritage items and heritage conservation areas will be retained. Existing height and FSR controls will be retained for blocks 3b, 4, 5 and 6 (blocks 1,2 and 3a will be further investigated). Small scale shop fronts will be encouraged via existing DCP controls. Refer to Waverley DCP 2012 Part E1.4 "Subdivision"
Development reducing sunlight from overshadowing and creating a wind tunnel effect (47%)	<ul style="list-style-type: none"> Existing height and FSR controls will be retained for blocks 3b, 4, 5 and 6. Further investigation of appropriate height limits for blocks 1,2 and 3a is proposed. These investigations will consider overshadowing and wind effects. Wind effects must comply with strict existing DCP guidelines. Refer to Waverley DCP 2012 Part E1.22 "Wind Mitigation".
Development and increased density in West Oxford Street increasing traffic, noise and pollution (45%)	<ul style="list-style-type: none"> Existing height and FSR controls will be retained for blocks 3b, 4, 5 and 6. Further investigation of appropriate densities for blocks 1,2 and 3a is proposed to thoroughly test the ideas proposed in the charette. These investigations will consider traffic and associated environmental impacts.
Support for upgrades to the public domain and pedestrian amenity including better lighting, access, footpaths, more street planting and street trees, bike racks and seating. Support for a more walkable and safe precinct. (42%)	<ul style="list-style-type: none"> Public domain upgrades are underway or to be further investigated per recommendation 6 above. Refer below to 7 short term ideas already underway.

<p>Developers (27%). Comments in this category relate to expressions of a lack of faith in the planning process and the opportunity that the site presents for good development. Many respondents are suspicious that the precinct plan will only benefit developers and the project is a ploy for developers to receive more height than 9 storey if the LEP height limits are lifted.</p>	<ul style="list-style-type: none"> The Precinct Plan and recommendations contain many public domain improvements. If these improvements are realised the precinct will provide an improved threshold to Bondi Junction, it will better connect with adjacent areas and be a better place for the community to live, work, shop and enjoy.
<p>Centennial Parklands (26%). Comments in this category highlight the desire to ensure that Centennial Parklands is protected and maintained as a park only. Some respondents are reluctant to see changes to the entrance and connections into the park and others welcome the idea. The retention of exiting vistas of blue skyline from inside the park, to ensure no overshadowing into the park and to prevent encroaching of the built form on its edges were all pressing issues included in this category.</p>	<ul style="list-style-type: none"> This report notes suggestions from the design teams for improvements to Centennial Park and the bus depot. Improved configuration of the Oxford Street frontage of the bus depot is one of the most significant actions for Oxford Street. Council officers will refer the documents and community engagement results to TfNSW, Roads and Maritime Services (RMS), Randwick Council and Centennial Park and Moore Park Trust (CPMPT) for their consideration in future planning. Further investigation of appropriate heights for blocks 1,2 and 3a is proposed to thoroughly test the ideas proposed in the charette. These investigations will consider view analysis and overshadowing of Centennial Park.
<p>Development / increased density (24%). Comments pertaining to development and increased density centred on the opinion that development will increase rental prices subsequently hindering local business. It will put pressure on existing infrastructure such as the neighbouring primary schools already at capacity, compromise safety for children, introduce a transient population and potentially create unwanted social problems.</p>	<ul style="list-style-type: none"> These claims are unfounded. Many studies show the opposite effect for businesses. Schools are a state government issue. If the public domain improvements are realised the safety of children would be improved. There would also be improved safety for other modes of transport (walking , riding bikes) The community concern is acknowledged. Council in conjunction with the local police regularly monitors transient populations and unwanted social problems.
<p>Street Widening (20%). Comments noted opposition to any street widening for Oxford Street. Only some were specific by referencing the 3-4.2 metre set back proposed on the north side of Oxford Street.</p>	<ul style="list-style-type: none"> The proposed street widening between east of Nelson Street is not supported and has not been recommended for further investigation.
<p>Built Form (18%). Comments in this category speak about an association with new development and unappealing architecture. It is perceived that development would replicate the look and feel of Bondi Junction or Chatswood with oversized</p>	<ul style="list-style-type: none"> Waverley council proposes to set up a design excellence panel to replace the existing SEPP 65 design review panel. Further investigation of appropriate heights for blocks 1,2 and 3a is proposed. These investigations will consider design excellence and design competition provisions.

and bland buildings.	
<p>Waverley Bus Depot (15%). Comments in this category relate primarily to retaining the bus depot as it is. Some commented that the facade could be improved. Others do not want to see any changes and a large proportion believe relocating the entrance and exit from Oxford Street to York Road will create more congestion.</p>	<ul style="list-style-type: none"> • Council officers will refer the documents and community engagement results to TfNSW, Roads and Maritime Services (RMS), Randwick Council and Centennial Park and Moore Park Trust (CPMPT) for their consideration in future planning. • On 7 April 2014 the Member for Coogee mailed a letter to residents. Attached was a letter from the Minister for Transport advising as follows re the bus depot "I am happy to reiterate to you and your constituents that Transport for NSW has no plans to sell any part of the Waverley bus depot..."

3.1.3 Statistically valid survey (Attachment 2)

An independent statistically valid survey was commissioned and conducted by Newgate Research in December 2014. The purpose of the survey was to gain quantitative feedback on a range of ideas for the renewal of the Precinct. Residents from Bondi Junction (200), Queens Park (200), Waverley (200), Bondi Beach (100), Bronte (100) and Woollahra (100) were recruited for the survey. 378 residents completed surveys. The key findings from the survey were:

Current perceptions and usage of West Oxford Street

- Current sentiment among residents toward the West Oxford Street Precinct is evenly divided between positive (35%) and negative (32%), but these views are not strongly held. There is also a high degree of ambivalence toward the area (27% neutral), suggesting there is room for building stronger community connections and engagement with the Precinct.
- In its current form, respondents consider the best things about West Oxford Street to be the diversity of shops (30%), the cafés and restaurants (17%); the low density (15%); the village atmosphere (9%); the heritage character (9%) and the sense of community (5%) in the area.
- Respondents' major concerns centre on infrastructure and amenity: i.e. traffic flows and gridlock (34%); the run-down and 'shabby' appearance of the area (26%); the future viability of retail in the area (15%); the bus depot (its appearance, the traffic impacts of buses entering and exiting the depot) (14%); pedestrian safety (11%); the safety of shared pedestrian and bike paths (14%); and parking (12%).

Awareness and knowledge of the Precinct Plan

- Awareness and knowledge of the Precinct Plan is low with 48% aware that the West Oxford Street Precinct Plan is currently being developed and of those who are aware, knowledge levels are low. 84% either only knows that a plan is being developed, or claims to know 'a little' about it.

Reactions to the ideas for the renewal of West Oxford Street

- The most preferred of the Traffic ideas were:
 - The simplification of the intersection at Oxford Street, Ocean Street and Syd Einfeld Drive (19%);
 - Relocate both the entry and the exit to the bus depot (currently on Oxford Street) to a position around the corner on York Road (18%).
 - Provide new laneways to improve walking connections both north and south of Oxford Street (17%), which also received the highest overall acceptability rating among this idea block at 66%.

- The two Public Domain ideas which were most preferred were:
 - providing quality plants and trees along all streets (15%); and
 - creating a public forecourt near the front of the bus depot and angling buildings to create a 'frame' for a future entryway to Centennial Park (11%). The acceptability rating shows this idea is acceptable to a two thirds majority (with 65% of respondents rating it as between six and ten out of ten).
- The three most preferred Art, Culture and Heritage ideas were:
 - support local business diversity (29% rated this as most preferred);
 - preserve heritage-listed landmarks such as the Nelson Hotel and Westgate House, as well as buildings within heritage conservation areas (22%); and
 - retain small scale shopfronts (17%).
- The most preferred Building Ideas were:
 - discourage large scale sites for buildings (35%). Almost three quarters (73%) of residents considered this acceptable (i.e. 73% of residents do not want large scale sites).
 - Set back the bus depot frontage to allow construction of a two-to-three storey building to be used for cultural activities (22%).

Sentiment toward the Project and feedback for Council

- After seeing the information about the ideas and the Plan, residents were asked to rate their overall feelings about the project and two thirds (67%) rated their feelings as either positive (50%) or extremely positive (17%).

Concurrent with the resident survey, surveys were distributed to local business owners and visitors were intercepted however return rates were very low. The purpose of surveying businesses and visitors was to gain quantitative feedback on a range of ideas for the renewal of the Precinct, however insufficient surveys were collected to provide statistically valid results.

3.1.4 Evaluation of Statistically Valid Survey Feedback

Response to feedback follows below:

Statistically valid survey feedback	Response
<p>Respondents' major concerns centre on:</p> <ul style="list-style-type: none"> • infrastructure and amenity: i.e. traffic flows and gridlock (34%); • the run-down and 'shabby' appearance of the area (26%); • the future viability of retail in the area (15%); • the bus depot (its appearance, the traffic impacts of buses entering and exiting the depot) (14%); • pedestrian safety (11%); • the safety of shared pedestrian and bike paths (14%); and • parking (12%). 	<ul style="list-style-type: none"> • Ideas being investigated further will be tested by traffic engineers and negotiated with RMS and TfNSW • Public domain upgrades are currently underway (Refer to seven ideas already underway). These upgrades will enhance the area and reduce its 'shabby' appearance. • Retail in the area is viable and forecasts show it will remain so into the future. Council's draft economic strategy will be presented to Council in coming months addressing retail viability. • Council Officers note suggestions from the design teams for improved configuration of the Oxford Street frontage of the bus depot as one of the most significant actions for Oxford Street. Council officers will refer the documents and community engagement results to TfNSW, Roads and Maritime

	<p>Services (RMS), Randwick Council and Centennial Park and Moore Park Trust (CPMPT) for their consideration in future planning.</p> <ul style="list-style-type: none"> • Several of the ideas for further investigation incorporate traffic calming. If they are realised pedestrian safety will be improved.
<ul style="list-style-type: none"> • Awareness and knowledge of the Precinct Plan is low with 48% aware of the plan and of those 84% only know that a plan is being developed. 	<ul style="list-style-type: none"> • This report endorses the preparation of a community engagement plan for any of the further investigative works Council resolves to undertake. Future community engagement will increase knowledge and awareness of the project.
<p>Traffic ideas -most preferred The most preferred of the Traffic ideas were:</p> <ul style="list-style-type: none"> • The simplification of the intersection at Oxford Street, Ocean Street and Syd Einfield Drive (19%); • Relocate both the entry and the exit to the bus depot (currently on Oxford Street) to a position around the corner on York Road (18%). • Provide new laneways to improve walking connections both north and south of Oxford Street (17%), which also received the highest overall acceptability rating among this idea block at 66%. 	<ul style="list-style-type: none"> • Simplification of the intersection at Oxford Street, Ocean Street and Syd Einfield Drive is to be further investigated. • Council officers will refer the documents and community engagement results to TfNSW, Roads and Maritime Services (RMS), Randwick Council and Centennial Park and Moore Park Trust (CPMPT)for their consideration in future planning. • This report recommends that Council's "Arcades, Through Site Links and Squares" controls be revised to provide for various through site links, new laneways and connections as shown on Map 3 (above).
<p>Traffic - least preferred The most divisive ideas in terms of those nominated as least preferred are set out below, along with their overall unacceptability ratings.</p> <ul style="list-style-type: none"> • The roundabout connecting Grafton Street and Syd Einfield Drive: the least preferred for 20% and unacceptability at 23%. The clearly dominant concern about this idea was driver and pedestrian safety. • The Nelson Street shared zone. This was nominated by 18% as their least preferred and the overall unacceptability was at 32%. From respondent comments, there was some difficulty perceiving a clear need for this idea. • The Oxford Street footpath widening requiring building setbacks (15% least preferred, considered unacceptable by 28%). The main concerns regarding this idea related to which buildings would be affected, cost, impacts on heritage buildings and some suspicion that it 	<ul style="list-style-type: none"> • Ideas being investigated further will be tested by traffic engineers and negotiated with RMS and TfNSW. • Nelson Street is a key pedestrian connection between Woollahra and Bondi Junction. It is heavily utilised by school children. • Building setbacks have not been recommended for further investigation.

would open the way to more development.	
<p>Public domain - most preferred</p> <p>The two Public Domain ideas which were most preferred were:</p> <ul style="list-style-type: none"> • providing quality plants and trees along all streets (15%); and • creating a public forecourt near the front of bus depot and angling buildings to create a 'frame' for a future entryway to Centennial Park (11%). The acceptability rating shows this idea is acceptable to a two thirds majority (with 65% of respondents rating it as between six and ten out of ten). 	<ul style="list-style-type: none"> • This report recommends that a tree planting strategy be prepared for the edges and median of Syd Einfeld Drive. • Public domain upgrades are underway. Refer below to short term ideas already underway. • Council officers will refer the documents and community engagement results to TfNSW, Roads and Maritime Services (RMS), Randwick Council and Centennial Park and Moore Park Trust (CPMPT) for their consideration in future planning.
<p>Public domain - least preferred</p> <p>The least preferred idea was widening of the footpath along the northern side of Oxford Street. This was the least preferred for 15% of the respondents and was considered unacceptable by 22%.</p>	<ul style="list-style-type: none"> • Building setbacks have not been recommended for further investigation.
<p>Art, culture and heritage ideas - most preferred</p> <p>The three most preferred Art, Culture and Heritage ideas were:</p> <ul style="list-style-type: none"> • support local business diversity (29% rated this as most preferred); • preserve heritage-listed landmarks such as the Nelson Hotel and Westgate House, as well as buildings within heritage conservation areas (22%); and • retain small scale shopfronts (17%). 	<ul style="list-style-type: none"> • Council has recently recruited an economic development team. The team has prepared a draft economic strategy which will be presented to Council in coming months. The strategy addresses retail diversity. • No changes are proposed to existing heritage listings or heritage conservation areas • Retention of small scale shop fronts is encouraged via existing DCP controls. Refer to Waverley DCP 2012 Part E1.4 "Subdivision"
<p>Art, culture and heritage ideas - least preferred</p> <p>The least preferred idea was development incentives in return for cultural assets (28%).</p>	<ul style="list-style-type: none"> • Development incentives in return for cultural assets have not been recommended for further investigation.
<p>Built form - most preferred</p> <p>The most preferred Building Ideas were:</p> <ul style="list-style-type: none"> • Discourage large scale sites for buildings (35%). Almost three quarters (73%) of residents considered this acceptable. • set back the bus depot frontage to allow construction of a two-to-three storey building to be used for cultural activities (22%). 	<ul style="list-style-type: none"> • Large scale sites are discouraged via existing DCP controls. Refer to Waverley DCP 2012 Part E1.4 "Subdivision" • No change to existing LEP height and FSR controls is proposed for blocks 3b, 4, 5 and 6. • Council officers will refer the documents and community engagement results to TfNSW, Roads and Maritime Services (RMS), Randwick Council and Centennial Park and Moore Park Trust (CPMPT) for their consideration in future planning.
<p>Built form - least preferred</p> <p>The most divisive of this set was Idea 43 proposing to turn the space between Syd</p>	<ul style="list-style-type: none"> • Further detailed investigations of the block 1 (where the activity hub was proposed) will be undertaken prior to proposing controls. The

<p>Einfield Drive, York Road and Oxford Street into an activity hub. This idea received the same proportion of votes as most preferred as it did for least preferred (16%). Acceptability was also divided with 47% considering it acceptable, and 40% rating it unacceptable. The main concerns were safety and air quality for pedestrians and people visiting the hub (given its small size and position in the middle of a busy traffic zone).</p>	<p>assessment and investigations will consider use and traffic impacts. (including pedestrian safety).</p>
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3.1.5 Government Agency Consultation

Government agencies were notified that the report was on public exhibition. One submission was received from Sydney Water.

Agencies notified were:

- Centennial Parklands and Moore Park Trust
- NSW Department of Planning and Environment
- NSW Roads and Maritime Services
- Randwick City Council
- State Transit Authority
- Sydney Buses
- Sydney Water
- Transport for NSW
- Woollahra Municipal Council
- Randwick Council

3.2 "West Oxford Street Design Charette Summary Report and Recommendations" 11 February 2015. Revision K. Prepared by the Government Architect's Office. (Attachment 4)

Upon receipt of submissions from the public exhibition and results of the statistically valid survey, the "Draft West Oxford Street Design Charette Summary Report and Recommendations" (the GAO report), was reviewed. The GAO chose to make a number of minor amendments to the report in response to the comments received. The revisions reflected community feedback, made minor clarifications and administrative changes. The final report incorporating the amendments is attached as Attachment 4.

In total, the GAO report contains 51 new ideas. This report proposes concentrating on approximately ten big ideas which, if realised will immensely improve the character, operation, identity and urban amenity of this high profile location. It is noted that 7 ideas are already in progress (as part of existing projects), 9 of the ideas are related to properties owned by others (Centennial Park and Waverley Bus Depot) and several ideas were discarded where ideas were contradictory and when one team's solution was chosen over another. The remaining ideas not specifically referenced (but identified in the GAO Report) will be tabulated as an action plan for future investigation.

3.2.1 Principles

To guide the assessment of these alternative ideas into a comprehensive urban strategy, the following principles were applied to prioritise the ideas:

Improved public domain:

- expansion of public space, with an emphasis on pedestrian over vehicle use
- improved amenity of public space such as solar access,
- managed conflict of uses,
- permeability and connectivity
- opportunities for new and innovative use of the public domain

Simple and rational circulation:

- reduced road area and improved road character
- improved operation such as reduced traffic waiting times
- well managed interface between the arterial and local road systems

A memorable identity and image of the precinct:

- capture and amplify a 'sense of place' as well as the spirit of the community
- clearly express this as a threshold to both Bondi Junction as well as the Waverley beachfront municipality
- build on unique historic character

Implementation:

- practical opportunities for immediate improvement to all of the above
- feasibility of achieving complex proposals such as land swaps,
- potential to leverage new development to directly benefit the study area
- minimal disruption to key urban infrastructure such as depot

3.2.2 Urban vision for the precinct

An urban vision for the precinct was developed by GAO:

The heart of the precinct is Oxford St - transformed to a tree-lined boulevard, and restored to its original length so that it connects directly to a new Centennial Parklands entry.

The boulevard will be characterised by active, mixed use frontages and continuous sheltered footpaths. It will be connected to surrounding neighbourhoods by an extended network of laneways and pedestrian links. The edges of Oxford St will be low to medium scale, with medium rise development setback from the street and concentrated along the Syd Einfeld frontage, which will be articulated to create a distinctive profile and approach to Bondi Junction. Oxford St will be distinguished by its iconic western 'threshold', framed by the Woollahra Reservoir in a newly landscaped setting and, on the former traffic island will be a mixed use development that incorporates and showcases local art at an urban scale.

3.2.3 GAO Recommendations

The GAO Report ranked the key ideas into short medium and long term strategies which are listed below, together with supporting actions to facilitate their implementation. Note that the recommendations are generally confined to land within the Waverley Council LGA. Where proposals are on land held by other state and local government agencies, these are noted.

SHORT TERM: recommendations which should be undertaken within the next 10 years.

1. **Public domain** recommendations:

- Upgrades and street tree planting to Oxford St footpaths

- Create Nelson St shared zone (in conjunction with new roundabout)
 - Supporting actions: site investigations such as surveys and underground services.
 - In consultation with RMS, prepare a tree planting strategy for the edges and median of Syd Einfeld Dr.
2. **Traffic investigations:** in consultation with RMS test the feasibility of:
 - A new roundabout to link Syd Einfeld Dr and Grafton St
 - Extending Oxford St to a single 4-way intersection with Ocean St and Syd Einfeld Drive.
 - Changes to bus depot access
 3. **Traffic changes:** in consultation with RMS and, subject to above investigations, create a new roundabout to link Syd Einfeld Dr and Grafton St.
 4. **Bus Depot:** in consultation with Sydney Buses and TfNSW investigate feasibility of:
 - Relocating some or all bus movements to / from the depot via York Rd
 - Improving the presentation of the depot's Oxford St frontage for bus depot operation and administration or alternative community uses.
 5. **Woollahra Reservoir:** in consultation with Sydney Water and CPMPT investigate:
 - Opportunities to setback brick wall on northern
 - edge of reservoir for footpath widening.
 - Interim opportunities for public art on northern
 - frontage of reservoir.
 6. **RMS Land:** in consultation with RMS, investigate feasibility of:
 - Combining the traffic island and part of York Rd (between Oxford and Syd Einfeld) into a single site.
 - Consolidating residual land at edge of Syd Einfeld with adjacent sites.
 - Test feasibility of the new site for alternative uses including community, residential, commercial and public open space.
 7. **Adjustments to development controls** to provide for:
 - a continuous 6 storey edge along Oxford St with small footprint development up to 9 stories along the Syd Einfeld frontage to a maximum depth of 30m.
 - 4 storey Oxford St edge east of St James Rd to the South side of Mill Hill Road.
 - Development up to 4 stories over bus depot with bus access beneath, for a maximum depth of 20m along Oxford Street frontage (subject to discussions with TfNSW and Sydney Buses).
 - Varied FSR's to modulate built form along Oxford St
 - Boundary setback to Oxford St and various through site links and connections
 - The block bounded by Nelson, Oxford and Syd Einfeld to be designated Key Sites.
 - Design Excellence provisions for Key sites.
 - Development and frontages to laneways / through site links
 8. **Develop policies and pilot projects for public and community art initiatives.**
 9. **Develop policies and incentives to promote retail and local business diversity.**

MEDIUM TERM: actions which could be undertaken within next 10 to 20yrs

1. **Public domain** works including:
 - In consultation with RMS, reposition and widen the Syd Einfeld footbridge to improve pedestrian connections to Woollahra
 - In conjunction with redevelopment along northern side of Oxford St provide for setbacks and through site links and include under-awning lighting to Oxford St
 - Tree planting to Syd Einfeld Dr (subject to discussions with RMS)
2. **Centennial Parklands**
 - In consultation with CPMPT, provide new entry to Centennial Parklands at corner of York Rd and Oxford Street.
3. **Traffic changes:** subject to earlier investigations, progress the following infrastructure changes:
 - Closure of York Rd between Oxford St and Syd Einfeld Dr

- Extend Oxford St to create a single 4 way intersection with Syd Einfeld Dr and Ocean St.
 - Increase width of Oxford St corridor by 3-4m.
4. **RMS Land:** in consultation with RMS, and subject to the outcomes of earlier investigations, progress the following:
- Consolidate the former traffic island and York Rd into a single development site.
 - Prepare develop controls for the site.
5. **Public and community art:** formulate development incentives to offset provision of cultural assets.
6. **Bus Depot:** in consultation with Sydney Buses and TfNSW and subject to the outcomes of earlier investigations, progress the following:
- Relocate bus entry/exit from Oxford St to York Rd and relocate depot administration facilities to Oxford St frontage.
 - Improving the presentation of the depot's Oxford Street frontage for bus depot operation and administration or alternative community uses.

LONG TERM – actions which could be undertaken within next 20 to 50yrs

1. In the event that **the reservoir** becomes redundant and subject to the outcomes of consultation with SW and CMMPT Investigate adaptive reuse of Woollahra Reservoir
2. **Public domain works** including:
 - Upgrade the pedestrian and cyclist access at each end of the Syd Einfeld footbridge and upgrade the landing areas into pocket parks.

It is recommended that Council adopt the "West Oxford Street Design Charette Summary Report and Recommendations" prepared by the Government Architect's Office.

3.3 Design Ideas / proposed actions to investigate further

The GAO report was publicly exhibited and the design ideas contained within it were tested via a statistically valid survey. The feedback from the public exhibition and survey is considered above (Refer to 3.1.2 and 3.1.4).

Actions in progress

The design charette process has resulted in the development of many ideas and recommended actions with some already incorporated into Councils projects and programs. The following ideas/proposed actions are already in progress:

- a. Upgrades and street tree planting to Oxford St footpaths (via Council's Oxford and Spring Street cycleway project).
- b. Install new street furniture, including bike racks and public seating via Council's Oxford and Spring Street cycleway project and review of Bondi Junction Public Domain Technical Manual.
- c. Rationalise street signage via Council's Wayfinding / Signage Strategy.
- d. In consultation with Sydney Buses and TfNSW investigate feasibility of Council acquiring 3m of land at the northern edge of the bus depot to allow for a separated cycleway, widened footpath and safer, better integrated bus stop. In progress as part of Council's Oxford and Spring Street cycleway project.
- e. Nelson Hotel and Westgate House to continue as heritage items.
- f. Heritage conservation areas to be retained.
- g. Develop policies and pilot projects for public and community art initiatives via Council's pop-up and public art programs
- h. Develop policies and incentives to promote retail and business diversity via Council's draft economic strategy and economic development team.

Actions to further investigate

The following ideas (as listed in recommendation 3) are to be investigated in detail:

Public Domain / Traffic

In consultation with Roads and Maritime Services (RMS), Sydney Buses and Transport for NSW (TfNSW) test the feasibility of and then progress the following improvements and strategies as shown on Map 1:

- A new roundabout to link Syd Einfeld Drive and Grafton Street.
- Create Nelson St shared zone with pedestrian preference (in conjunction with new roundabout).
- Extending Oxford St to create a single 4-way intersection with Ocean St and Syd Einfeld Drive.
- Closure of York Rd between Oxford Street and Syd Einfeld Drive.
- Prepare a tree planting strategy for the edges and median of Syd Einfeld Drive.



Map 1: Public Domain / Traffic Ideas

While feedback from the statistically valid survey showed the roundabout at Grafton Street as least preferred for 20% of respondents and the Nelson Street shared way as least preferred for 18% of respondents both ideas are considered worthy of further investigation. The dominant concern about the roundabout was driver and pedestrian safety and for the Nelson Street shared way there was some difficulty perceiving a clear need for this idea.

Nelson Street is one of the key pedestrian connectors between Woollahra and Bondi Junction. It is heavily utilised by school children. It is expected traffic modelling will forecast reductions in traffic in Nelson Street due to the roundabout being used by cars heading westward after leaving Westfield. Council is recommending to pursue this idea since it is likely to result in a potential drop in traffic and therefore greater pedestrian safety and amenity.

Pedestrian and driver safety will be studied in detail as part of the further works. The design of the roundabout and associated road works will have to meet rigorous RMS safety guidelines and be considered by Council's Traffic Committee. Future concept designs and traffic modelling will be prepared and presented to the community as investigations progress.

Built form

In March 2015 a Planning Proposal for 194 - 214 Oxford Street and 2 Nelson Street was submitted to Council proposing amendments to the LEP including changing the FSR from 1.5:1 to

5:1 and the building height from 15m to 38m over the subject lots. The Planning Proposal was supported by an Urban Design Report, Architectural Design Report, Traffic Report, Bike and Pedestrian Provision and Heritage Analysis. The applicant is also submitting wind mitigation analysis. Any decision regarding sites 1,2 and 3a including height of buildings and floor space ratio, should be deferred to the Planning Proposal Assessment.

Two of the design teams recommended that these sites could incorporate an increase in height to provide a more significant entrance to Bondi Junction. The formal assessment of the Planning Proposal precedes the basis for assessing whether any increase in height is warranted for these sites.

The design charettes recommended increases in height along Oxford Street, however, it is recommended that no variations to the height and FSR of the LEP be supported in this area.

Following assessment of the submissions received from the public exhibition, the GAO report and the ideas from the design charette teams the following approach has been recommended for Waverley LEP 2012 (WLEP) floor space ratio and height of buildings controls:

- f. No change to WLEP 2012 for blocks 3b, 4, 5 and 6 as identified on map 2 below.
- g. Further detailed investigation will be undertaken for blocks 1,2 and 3a as identified on map 2 below. The assessment of the Planning Proposal received for 194 - 214 Oxford St and 2 Nelson St is necessary prior to making any decision on whether changes to the WLEP 2012 are warranted. The assessment and investigations will consider use, heritage, overshadowing, wind effects, sense of arrival, design excellence and traffic impacts.



Map 2: Location of blocks 1 - 6

Other matters

It is recommended to progress the following improvements and strategies as shown on Map 3 below:

- h. Combining the traffic island and part of York Rd (between Oxford Street and Syd Einfeld Drive) into a single site.
- i. Consolidating residual land at edge of Syd Einfeld with adjacent sites.
- j. Initiate the process for adjustments to Council's "Arcades, Through Site Links and Squares" controls to provide for various through site links, new laneways and connections as shown on Map 3.
- k. Note suggestions from the design teams for improvements to Centennial Park and the bus depot. Improved configuration of the Oxford Street frontage of the bus depot is one of the most significant actions for Oxford Street. Council officers will refer the documents and community engagement results to TfNSW, Roads and Maritime Services (RMS), Randwick Council and Centennial Park and Moore Park Trust (CPMPT) for their consideration in future planning.



Map 3: Built form ideas

Long term actions - undertaken within next 20 to 50 years

These actions are too far into the future. No further investigation is proposed.

3.4 Peer review of the community engagement process (Attachment 3)

A peer review of the community engagement process was commissioned in December 2014 and conducted by the Australian Centre for Local Government, UTS.

The review investigated:

- how the evidence/ outcomes of the project related to the following criteria:
 - Clarity of purpose/ Issue definition;
 - Collaboration and commitment;
 - Information and capacity building;
 - Communication and transparency including feedback;
 - Project staging;
 - Timeliness and resourcing;
 - Inclusiveness and accessibility;

- Measureable and Future execution of plans for the West Oxford Street Precinct. (NB. The criteria applied was based on the International Association for Public Participation (IAP2) planning methodology and from other documents as cited.)
- What was done well and what could have been improved including lessons learned.

The peer review involved an extensive desktop review of the documentation made available. Interviews were also conducted with consultants and members of the Council project team.

The peer review found that:

- From the perspective of some members of the community the project commenced badly and for some of the local community advocates the project was never able to recover from this bad start. The levels of mistrust were in place and the community felt disempowered. The key event that set this mistrust in motion was the initial report to Council that did not clearly articulate the community consultation that was to take place and indicated that the initiative for the redevelopment of the area had come from a local developer.
- The first communication to the community about the project was a letter from three Councillors followed up by a letter from the Mayor and a letter from “Concerned Residents of Bondi Junction”. This communication occurred over the Christmas holiday period when Council staff were not available to reassure the community or make more concrete plans to engage the community.
- The plan for engagement that the community wanted to see from the start might have included at what points they, as residents, would be asked to contribute to the development of the West Oxford Street Precinct Plan. The report that initially went to Council left them thinking the only people who would be asked to contribute to the plans for the future development of the area were more powerful State government authorities along with a handful of people who were the elected representatives of the Bondi Junction Precinct Committee. They did not have evidence that they, as residents of the precinct, would have any involvement.

The review concluded that with a different start to the project (in terms of plans to engage the community) it may have been that the Save West Bondi Junction advocates became active supporters and more involved in shaping the project direction. There is a need for Council to undertake careful community engagement planning from the outset and in some cases engage the public as early as possible but in all situations plan for the engagement of the public from the start of the project. In this case, the report to Council was the start of the project.

The peer review recommends the following procedures for future projects:

- A risk/ benefit analysis related to community involvement should be integral to project planning on every Council project and especially those projects needing Council resolution.
- If a project is assessed as requiring community involvement a Community Engagement Plan should be developed.
- Lead time and duration for community engagement should be carefully considered.
- Plan for evaluation of Community Engagement.

Due to the findings of the review, the following additional tasks will be prepared in conjunction with future work:

- A Community Engagement Plan will be prepared for future investigation of the individual ideas.
- The Community Engagement Plan will include evaluation at each milestone.

3.5 Context

The project has also been undertaken within the suite of projects occurring as part of Bondi Junction 2030.

4. Relationship to Waverley Together 3 & Delivery Program 2013-17

Waverley Together 3 was prepared in collaboration with Waverley's diverse community. This project's relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

The precinct plan is consistent with the following directions and Strategies, namely:

- *"Strategy L1a - Reinforce Bondi Junction's role as a regional centre with a mix of residential, retail, hospitality, business, commercial, professional services and entertainment activities."*
- *Direction L3 - "Waverley's public places and spaces look and feel good"*
- *Direction L4 - "The unique physical qualities and Strong sense of identity of Waverley's villages is respected and celebrated."*
- *"Strategy L4a - Use planning and heritage policies and controls to protect and improve the unique built environment."*
- *"Direction L5 - Buildings are well-designed, safe and accessible and the new is balanced with the old."*
- *"Strategy L5a - Ensure planning controls for new buildings and building upgrades deliver high quality urban design that is safe and accessible, in which heritage and open space is recognised, respected and protected."*
- *"Strategy L5d - Develop a vision for Bondi Junction which creates vibrant and accessible public places through high quality urban design and place making principles."*
- *"Direction L6 - Streets are safe and vibrant places which facilitate movement and interaction."*
- *"Strategy L6d - Create place-based centres which prioritise the pedestrian experience."*
- *Direction L7: "People frequently walk and ride their bikes, particularly for local trips"*
- *Direction L8 - "Improved quality, integration and increased frequency of public transport in Waverley."*
- *Direction C2 - "The community is welcoming and inclusive and people feel they are connected and belong."*
- *Direction C6 - "Arts and cultural activities foster an involved community and a creative environment"*
- *Direction E6 - "A network of parks and coastal reserves, Street trees and other plantings provides a habitat for a thriving local ecology."*

Undertaking comprehensive community engagement is consistent with the following directions and Strategies, namely:

- *"Direction G2 - Our community is actively engaged in well-informed decision processes."*
- *"Strategy G2a - Promote and require Strategic directions that are inclusive and reflect the views of the community."*
- *"Strategy G2b - Provide opportunities in a variety of forums for all Stakeholders to contribute to community decision making."*
- *"Strategy G2c - Promote and advocate communications that are targeted, accessible and clearly branded."*

5. Financial impact statement/Timeframe/Consultation

Financial Impact

Costs incurred on this project have been covered by the Shaping Waverley budget.

Timeframe

March 2015	Report to Council summarising the consultation process and key feedback, recommended revisions to the report if required and to adopt the plan.
April 2015	Prepare Community Engagement Plan (CEP) per recommendation 6.
May 2015 onwards	Further investigate design ideas per recommendations 3 and 5 in conjunction with community engagement per CEP

Consultation

Refer to section 3

6. Conclusion

Improving the western end of Oxford Street in Bondi Junction is a key priority for Council. The project sits within the Bondi Junction 2030 suite of projects. The West Oxford Street Precinct Plan fulfils many aspects of the Bondi Junction 2030 draft visioning principles.

Extensive community, government agency and internal engagement has occurred throughout the process to inform the many and varied ideas and proposed actions.

When these ideas are realised the precinct will provide an improved threshold to Bondi Junction, it will better connect with adjacent areas and be a better place for the community to live, work, shop and enjoy.

7. Attachments

The following attachments have been issued separately with the Agenda:

Attachment 1: "West Oxford Street Community Engagement Report". December 2014

Attachment 2: "West Oxford Street Precinct Plan Research FINAL REPORT. *Community research regarding the renewal of the West Oxford Street Precinct.*" February 2015. Prepared by Newgate Research

Attachment 3: "West Oxford Street Precinct Plan – Peer Review of Community Engagement." February 2015. Prepared by Australian Centre of Excellence for local Government at UTS.

Attachment 4: "West Oxford Street Design Charette - Summary report and recommendations" 11.02.15 Revision K. Prepared by the Government Architects Office

Report No. OC/5.2/15.03(2)

Subject: Waverley Park Multi-Purpose Courts – Plans
and Request for Tender

Trim File No.: A14/0194

Author: Tessa Pentony, Recreation Planner

Director: Cathy Henderson, Waverley Life



Recommendation:

That Council:

1. Receives and notes the report.
2. Approves the calling of tenders for the construction of three multi-purpose courts in the south west corner of Waverley Park.
3. Notes that the Traffic Committee will receive a further report with additional details of the associated car parking, including potential parking restrictions.

1. Executive Summary

- The Waverley Park and Pavilion Plan of Management 2012 (PoM) provided an opportunity to address some key recommendations from the Waverley Recreation Needs Study 2008 including reinstating active recreation courts in the south west corner of Waverley Park.
- Council has an opportunity at Waverley Park to make a significant difference in recreation facility provision to the Waverley community. In 2014, Council resolved to develop plans for multi-sport courts at the south west corner.
- This achieves outcomes for sports facilities that can be enjoyed and accessed by all members of the community, with tennis, netball and basketball suitable for schools, families, social groups, clubs, and commercial providers.
- The plans include construction of the three multi-purpose courts, associated lighting and fencing. In addition, a project for nine new car spaces on St Marys Avenue is discussed.

2. Introduction/Background

The Waverley Park Plan of Management adopted July 2012 included a number of actions relevant to the site in the south west corner of Waverley Park. There is a history of active courts in this area with three tennis courts operating in the area in the early 1970's by a private provider. By the early 1990's the courts had deteriorated and were in need of significant repair resulting in two of the courts being removed with one remaining to be used as a netball court in 2000. The site had also included a large amenity building with toilets and change rooms, which also decayed to a poor condition and was demolished in the last 10 years leaving a single toilet near the bocce and netball court.

In 2014, the old single toilet was removed, and a new amenity building was constructed. The new amenity building provides male and female toilets and an accessible toilet, storage for sporting groups, and a small multi-purpose club room with kitchenette.

A report was presented to Council in August 2014 outlining the investigations into the reinstatement of active recreation courts in the south west corner of Waverley Park. A number of options were considered, as per the Waverley Park and Pavilion Plan of Management 2012 (PoM), and Council endorsed the development of plans for the three multi-purpose court option.

The new planned multi-purpose courts, along with the bocce courts project underway, will complete the upgrade to facilities in the south west corner of Waverley Park, as per the Waverley Park PoM.

2.1 Relevant Council Resolutions

Council or Committee Meeting & Date	Minute No.	Decision
Council Meeting 17 March 2015	CM/7.6/15.03	<p>That:</p> <ol style="list-style-type: none"> 1. Council endorse the installation of the improved sports lighting across Waverley Park to improve safety and availability as set out in the attached plan, subject to funding availability. 2. Council refer the required budget allocation to the current budget planning process for consideration. 3. Officers are to prepare a lighting hours of use plan for netball and multi-purpose courts, and consult with residents of Goldie Avenue and St Mary's Avenue, along with sporting groups, with a report to come back to July Operations Committee at the latest. 4. Once implemented, the improved sports lighting be monitored for impact and nearby residents and sports clubs invited to provide feedback. 5. Officers investigate landscaping along Park Parade and St Mary's Avenue with a view to further protecting against lighting spill and contribute to noise attenuation. 6. Council notes that the lights on the sports fields will be installed at 50 lux but with capacity for future upgrade to 100 lux, with any future upgrade only to proceed following a further report to Council.
Council Meeting 19 August 2014	CRD.54/14	<p>That:</p> <ol style="list-style-type: none"> 1. Council endorses the development of plans for 3 multi-purpose courts, (as shown in Option 4) and associated parking.

		<p>2. A report comes back to Council detailing the plans as indicated in Clause 1.</p> <p>3. Council Officers commence the lighting plan for Waverley Park including consideration of new lights for the multipurpose courts with community and sporting group consultation, and report back to Council.</p>
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** Relevant resolutions from adoption of Waverley Park Plan of Management are included as an attachment.*

3. Discussion

3.1 The Plans

See Attachment 1 for details of the proposed plans. They include:

- Court size and surface
- Lighting
- Fencing
- Equipment
- Additional car parking
- Management of courts
- Landscape improvements

Some detailed elements of the design, including the specific brands of sports equipment used, will depend on the outcome of the tender process.

Court size and surface

The three 36.5m x 21.5m courts will be constructed to allow netball, basketball and tennis to be played (including required run off for each sport) and marked out. The court will be an acrylic hard surface, of either asphalt or concrete, with a suitable top coating. Requirements of coating include excellent slip resistance, durable, easy to maintain, and ability to add line marking. The hard surface was selected over synthetic grass due to maintenance, tolerance to vandalism, even bounce, and ability to over coat should line marking changes be required.

To create consistency with the indoor multi-purpose court at Waverley Park, the colour of the court will be blue and the option to make the edging a green colour will be explored. The court colour will not have visual impact on local residences, as most nearby properties are lower than the court level, and colours selected are easier for participants to play on and indicate court line markings.

Lighting

The lighting for the courts has been addressed and approved in the recent lighting plan for Waverley Park. The shoe box style of lighting originally investigated was ruled inappropriate as it did not meet obtrusive light compliance for nearby residential properties. The 1kW luminaires were found to be most efficient in achieving the required lighting standards for the three sports, but being within obtrusive lighting standards.

As required by the March 2015 Council resolution, community consultation will take place in regard to lighting hours of operation, and this will be reported back to Council by July 2015.

Fencing

While Council originally investigated having the facility managed by an external provider, the new multi-purpose courts will be a community asset managed by Council staff. With this, the need for fencing is to contain the sports activity, rather than keep people out of the facility. The netball courts and two of the playing fields at Waverley Park currently don't have fencing, and the fencing at Waverley Oval is a low picket fence.

The fencing for the new multi-purpose courts has been designed to have a 3.6m high fence around the back and corners of the courts, and a dividing fence of 1.2m between each court and the park. Each court will also have a gate from the accessible path that runs along the courts to the new amenity building. This expands the opportunity to provide equal access to the new sporting facilities from all members of the community.

The fence will be in a dark recessive colour, consistent with other Waverley Projects. These colours are less obtrusive and blend in with the background of the park.

Equipment

The requirements of the sports equipment selected are that there is the flexibility to play all three sports, it can be packed away when not in use, it is durable, and the equipment is easy to manage and store. There is a range of equipment that may be suitable for this project, and allowing for alternative suggestions from tenderers allows Council to review the functionality against cost on a collection of potential elements. It is anticipated the Basketball hoops will be on a rotating arm, and the netball posts and tennis posts and nets will be removable when not in use.

Associated car parking

The associated car parking has been designed for increased parking along St Marys Ave. The RMS Guide to Traffic Generating Developments recommends that three off-street car spaces be provided per tennis court. Up to nine additional parking spaces will be created along St Marys Avenue to meet this requirement. Parking will be at a 90 degree angle and be installed on the eastern side of the street, along the edge of the park. This is as per the Master plan and PoM for Waverley Park.

Further details of the additional car parking spaces will be considered by the Traffic Committee in the near future. Prior to the report to Traffic Committee, Council will consult with local residents regarding potential parking restrictions and residential parking permits for these new parking spaces. The report will include design details and details from community consultation.

Landscape improvements and trees

Ten new trees will be planted around the new bocce courts and planned multipurpose courts, in addition to new seating, servicing users of both facilities. Two existing trees in poor condition will be removed.

New trees are also planned to be planted along the additional car parking spaces at St Marys Avenue, to continue with park improvements and provide additional shading.

Management

Bookings for the multi-purpose courts will be managed by Council staff. Staff will also manage the equipment, and allocation to allow hirers access to relevant goal posts or nets.

It is expected that Council will invite expressions of interest from sports groups, schools and sports providers looking to hire the facilities on a regular basis. The courts will also be available for bookings by community members for casual and social play.

3.2 Call for tender

The tender documentation for the multi-purpose courts is in preparation. This project has a budget estimate of \$350,000. Council approval is now requested for commencement of a tender process.

The designs for the associated parking will be presented to the Traffic Committee. It is anticipated the costs will be approximately \$100,000.

3.3. Community consultation

Details of the new multi-purpose courts plans and other improvements to Waverley Park were shared with the community and local residents through a letterbox drop, information session and Council website. Consultation has indicated that there are some residents concerned with potential noise generated by users of the new courts and the change of recreation at that corner from the current passive nature to organised activity. In the light of the feedback, the courts have been designed to be less obtrusive in nature (lower fencing, efficient lighting, additional trees) and Council will continue to monitor noise created in the area with the new activities.

Consultation has indicated that the local community supports the provision of the additional car parking on St Mary's Avenue. Residents have asked for input to ensure it is managed effectively (e.g. 2hr parking limit). Council officers will continue this consultation with relevant residents and have the feedback included in the report prepared for the Traffic Committee.

4. Relationship to Waverley Together 3 & Delivery Program 2013-17

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

Direction:	C7 – Health and quality of life are improved through a range of Recreation and Leisure opportunities.
Strategy:	C7a – Retain, protect and improve the quality, flexibility and useability of parks, reserves and other green spaces to meet recreational needs, whilst considering and ameliorating any negative environmental impacts.
Deliverable:	2008 Recreation Needs Study implemented.
Strategy:	Plan and prioritise future recreation and leisure facilities based on regional as well as local needs, using appropriate data and trends.
Deliverable:	Recreation opportunities provided in response to community needs.
Strategy:	C7c – Provide and support a broad range of facilities and activities to improve the physical and mental health of community members.

Deliverable: Sporting fields and other active recreation facilities upgraded.

5. Financial impact statement/Timeframe/Consultation

Financial

A Budget of \$350,000 through the Capital Works program is available for the Multi-Purpose Court project.

The separate cost for additional parking at this location is likely to be in the order of \$100,000 and funds can be re-allocated from the existing Capital Works Program to the Waverley Park POM budget.

Timeframe

Documents are currently being finalized for both the multi-purpose courts and additional car parking.

The documents to call for tender on the courts will be released in April. It is anticipated the work on the new courts will commence by July.

It is expected that the documents for the new car parking will be taken to the Traffic Committee in the coming months and include community consultation on potential parking restrictions. It is anticipated that construction will occur at similar time to the new multi-purpose courts, after the report has been presented to Council.

Consultation

The possibility of reinstating active recreation courts in Waverley Park was extensively consulted on during the development of the Master Plan for the park and through the PoM process with local residents and with stakeholders. In addition discussions have been held with Sydney Water and with Tennis Australia and Tennis NSW.

In February 2014, a letter box drop was conducted to approx 500 local properties surrounding Waverley Park. Council officers also held an open information session on Thursday 19 February, and the project is listed on the Waverley Council website as a current project.

Council will continue to consult with residents and sporting groups about hours of operation and lighting, and St Mary's Avenue residents will be consulted regarding parking restrictions in the associated car parking spaces.

Due to the close proximity of the Sydney Water Reservoir, Sydney Water will also be consulted regarding the project.

6. Conclusion

The plans for the three new multi-purpose courts in the south west corner of Waverley Park are being finalised, and the next step is to call for tenders for the work. The additional car parking project will follow, with details coming through the Traffic Committee and Council in the coming months.

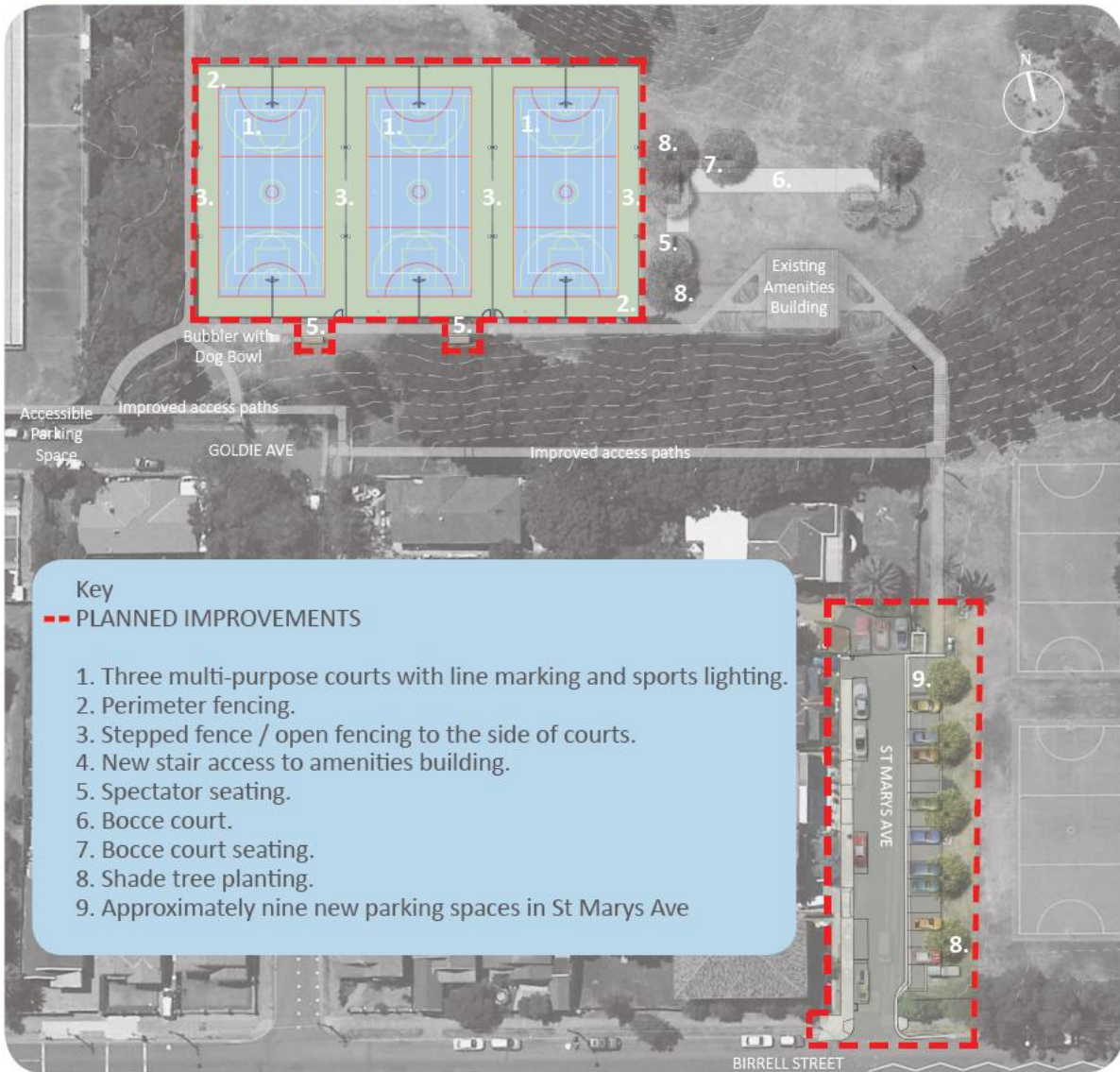
Council will continue to update the local residents and sporting groups on the progress with this project.

7. Attachment/s:

1. Graphic of Multi-Purpose Courts and Car Parking
2. Key Features of Multi Purpose Courts
3. Resolutions from Waverley Park Plan of Management Review
4. 'Option Four' plans shown to Council in August 2014 meeting

Attachment 1: Graphic of Multi-Purpose Courts and Car Parking

Planned Improvements



Artist's Impression: Existing amenities building, new multi-purpose sports courts and bocce court.

Attachment 2: Key Features of new Multi Purpose Courts

Fencing

Fencing around the courts ensures that balls are kept in. Fencing will transition down at the sides to allow for ease of access onto the courts and keeps views through the courts open. Fencing will be in a dark colour to blend in with background.



Court Surface, Colour and Line Marking

Courts will be a hard surface, with similar colour to the Waverley Park indoor multi-purpose court and shared line markings in different colours for each sport.



Lighting

Eight 9m light poles will be installed across the courts with four 1kW luminaires on each court. This has been tested against Australian standards and is compliant and efficient.



Equipment

Equipment will be designed to be packed away after use. Basketball hoops will be on rotating arm, netball hoops and tennis to be removable when not in use.

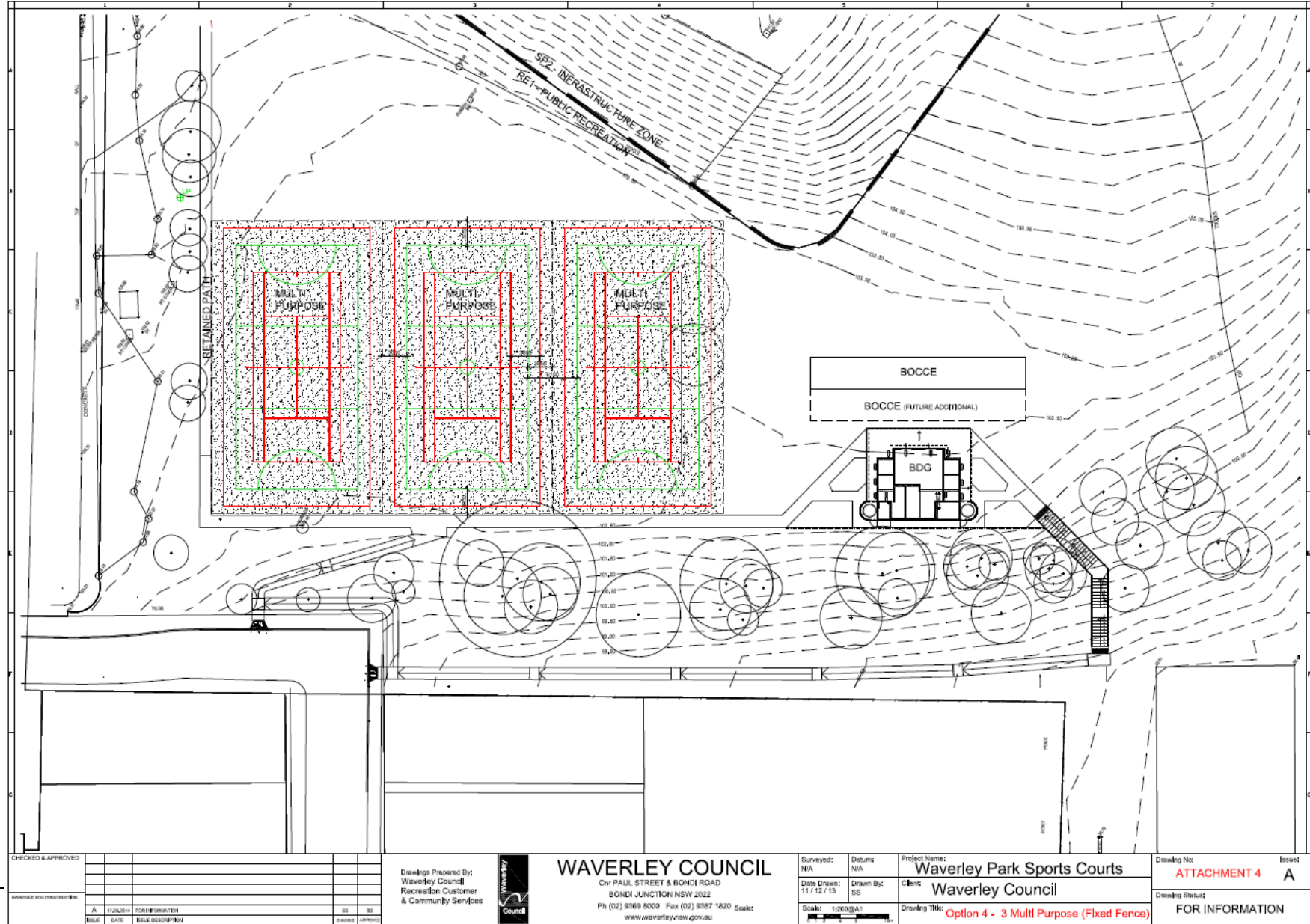


Attachment 3: Resolutions from Waverley Park Plan of Management Review

Council or Committee Meeting & Date	Minute No.	Decision
Council Meeting 17 July 2012	1207.13.2.3	<p>That:</p> <p>4. Council adopt the amended Draft Waverley Park and Pavilion Plan of Management dated July 2012, subject to the following additional amendments:</p> <p>(a). The map on page 13 of the Draft Waverley Park and Pavilion Plan of Management be amended as follows:</p> <ul style="list-style-type: none"> (i). The area referred to as 'Reinstatement of Active Recreation Courts' on the map be amended to read 'Possible Reinstatement of Active Recreation Courts'. (ii). The area referred to as 'Relocated Bocce Courts' on the map be amended to read 'Possible Relocated Bocce Courts'. (iii). The area referred to as 'All Weather Netball Court' on the map be amended to read 'Possible All Weather Netball Court'. (iv). The area referred to as 'Relocated Community Cricket Practice Nets' on the map be amended to read 'Possible Relocated Community Cricket Practice Nets'. <p>(b). The second paragraph under the heading 'Southwest Terrace' on page 38 of the Draft Waverley Park and Pavilion Plan of Management be amended to now read as follows:</p> <p>'The Recreation Needs Study (2008) found that there was an under supply of tennis courts in Waverley, with tennis ranked in the top 10 most popular sports. Master Plan investigations found that a minimum of four courts, floodlighting, evening operating hours, and a long term lease may be necessary for a tennis operation to be viable.'</p> <p>(c). The first paragraph under the heading 'Tennis Courts Lease' on page 49 of the Draft Waverley Park and Pavilion Plan of Management be amended to now read as follows:</p> <p>'Council has undertaken an Expression of Interest for the construction and operation of a four court tennis facility. Tennis court operators have been invited to respond with proposals to develop and operate the court</p>

	<p>facility. Should Council proceed to tender, the preferred tender's proposal will be subject to Council approval and the DA process.'</p> <p>(d). Action E6 on page 55 of the Draft Waverley Park and Pavilion Plan of Management be amended to read as follows:</p> <p>'Investigate the possible removal of seven trees to build a new netball court if tennis proposal proceeds. Mitigate removal.'</p> <p>(f). Action R20 on page 60 of the Draft Waverley Park and Pavilion Plan of Management be amended to read as follows:</p> <p>'Continue the process to determine the feasibility of installing three or four tennis courts.'</p> <p>(g). Action R21 on page 60 of the Draft Waverley Park and Pavilion Plan of Management be amended to read as follows:</p> <p>'Investigate the installation of a fourth netball court to be located either alongside or co-located with the proposed tennis courts, or instead of the proposed tennis courts.'</p> <p>(k). Action A10 on page 62 of the Draft Waverley Park and Pavilion Plan of Management be amended to read as follows:</p> <p>'Investigate converting parallel parking on St Marys Avenue to ninety degree angle parking, subject to Traffic Committee endorsement.'</p> <p>(l). Action M4 on page 65 of the Draft Waverley Park and Pavilion Plan of Management be amended to read as follows:</p> <p>'Consider undertaking a tender process for the establishment of four tennis courts in the southwest quadrant to determine the feasibility of the Tennis Court lease and install if feasible, subject to DA approval.'</p>
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Attachment 4: 'Option Four' plans shown in the August 2014
 (Council endorsed the development of these plans)



Report
No. OC/5.3/15.03(2)

Subject: Draft Waverley Economic Development Strategy 2015

Trim File No.: A15/0033

Author: George Bramis, Executive Manager, Shaping Waverley
Jenny Coppock, Economic Development Manager
John Coudounaris, Economic Development Strategist

Director: Peter Monks, Director of Waverley Futures

Recommendation:

That Council endorses the Draft Waverley Economic Development Strategy 2015 (Attachment 1) for the purposes of public exhibition and that the draft strategy be exhibited for a period of 28 days.

1. Executive Summary

This report presents Council with the Draft Economic Development Strategy 2015.

Economic Development at Waverley will focus on the retention of existing business, and attraction of new business and investment. This leads to long-term economic sustainability and enhances a community's quality of life.

The Draft Waverley Economic Development Strategy 2015 provides a strategic framework for Waverley. The policy outlines four high-level priorities: Renew, Innovate, Collaborate and Enable with specific actions extending from each priority. It is intended that all projects and activities generated from the draft strategy will be delivered over five years, through a multi-disciplinary and collaborative approach.

Public exhibition of the draft strategy is being sought to actively seek feedback from the community, local business and key industry and government agencies prior to adopting the draft strategy and embedding within Council's corporate plans.

2. Introduction/Background

This report outlines the purpose of the Draft Waverley Economic Development Strategy 2015 (Attachment 1). Waverley Council has focused on resourcing economic development to facilitate sustainable long term economic growth. Resourcing was initiated with the establishment of economic development as a dedicated team situated under the Waverley Futures Program.

The Draft Waverley Economic Development Strategy provides a high-level technical document that delivers a broad economic vision of a prosperous Waverley. The strategy details a framework with actions for Waverley Council to implement and support the local economy from 2015 to 2020.

2.1 Relevant Council Resolutions

Nil.

3. Discussion

Economic Development

Economic Development focuses on two primary themes, retention of existing business, and the attraction of new business and investment at a local level. This involves policy, programs and projects that lead to long-term economic sustainability and enhanced quality of life.

Preparation of Draft Waverley Economic Development Strategy

Long-term economic sustainability is best delivered through a strategic framework that coordinates a set of actions involving all levels of government, industry, business organisations and the community. An economic development strategy provides a delivery instrument that outlines specific actions working towards supporting the local economy to retain existing business and attract new business to a local area.

Methodology

Development of the draft strategy is following a five stage methodology. The high level approach delivers clear direction for economic development in Waverley.



The first stage of the above graphic represented the creation of an economic development team. The second stage involved extensive research to inform the direction of the strategy. This report represents progress at stage 3. The following table represents work prepared in the lead up to this report:

Stage	Date
Eastern Suburbs Economic Profile Report	December 2013
Economic Development Working Group	November 2013 – June 2014
Waverley Business Forum/s and Workshop	April 2014
Draft Discussion Paper – Shaping Waverley Economy	May 2014
Councillor presentation	August 2014
Draft Waverley Economic Development Strategy	February 2015
Council Meeting	March 2015

Draft Waverley Economic Development Strategy 2015

The Draft Economic Development Strategy 2015 provides a framework that delivers its vision of a prosperous economy. The framework has four priorities under the headings of Renew, Innovate, Collaborate and Enable. There are nine key action headings with twenty-nine projects and activities.

The first priority, *Renew*, focuses on renewing our commercial and village centres through destination marketing, place management and destination development. The priority delivers ten projects that ensures clearer branding of commercial and village centres, renewed place management initiatives and practices for all commercial centres, renewed focus on cultural assets in Bondi Junction, improved vibrancy for the local community and visitor alike.

The second priority, *Innovate*, focuses on strengthening Waverley's core industries and diversifying by improving competitiveness and increasing industry diversity. The priority delivers seven projects that ensure a supportive environment for new businesses and co-working opportunities, sustainable supply of office and visitor accommodation, and a focus on supporting local health and education industries.

The third priority, *Collaborate* focuses on improving active engagement and collaboration with government agencies and local industry. The priority identifies seven projects that involve a range of opportunities from information sharing, review of broad based industry issues and gaining support in an informal and formal capacity for a variety of projects and activities generated by this strategy.

The fourth and final priority, *Enable* focuses on supporting business by reducing barriers and supporting business development. This priority identifies ways Council can improve its own processes to support greater efficiency. The priority delivers five projects and activities that include an open for business policy, more active engagement with local business and greater support services for developing businesses.

Implementation

All projects and activities generated from the draft strategy will be embedded within Councils corporate plans and delivered through a multi-disciplinary, collaborative approach. Economic Development will be involved in all projects either as project lead or supportive role should an action be led by another area of Council. Active partnerships will be sought externally through a variety of industry groups and government agencies will be engaged for their professional contribution.

Actions will deliver both tangible and intangible outcomes based on Waverley's four key economic development priorities with a range of measures, outcomes and deliverables.

Implementation Timing

The timing of projects will vary due to a range of factors including resourcing, stakeholder and government agency engagement. Delivery dates for projects may be further refined where Council priorities are focused at the time of delivery.

Monitoring

Monitoring and evaluation of the strategy will take place regularly using proven project management methodologies through measures, deliverables and outcomes. Progress reporting to Council will be undertaken for achievement of projects and activities. At the completion of the completed strategy being implemented an extensive evaluation will be undertaken on the effectiveness of the Draft Economic Development Strategy between 2015 and 2020.

4. Relationship to Waverley Together 3 & Delivery Program 2013-17

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

Direction: L1 – Waverley’s economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities.

Strategy: L1a – Reinforce Bondi Junction’s role as a regional centre with a mix of residential, retail, hospitality, business, commercial, professional services and entertainment activities.

Strategy: L1b – Encourage and support a diverse mix of shops and services in Waverley’s commercial areas including villages and neighbourhood centres to meet the needs of both residents and visitors.

Strategy: L1c – Support the creation of jobs and business opportunities in Waverley’s commercial areas including its villages and neighbourhood centres.

Strategy: L1d – Create vibrant public places through the support and provision of a range of community and visitor related activities.

Direction: L2 – Visitors and tourists are welcomed and make a positive contribution to the community and economy.

Strategy: L2a – Develop and implement tourism initiatives to benefit both the local economy and community.

Strategy: L2b – Ensure visitor-related activities contribute positively to the local community and economy.

5. Financial impact statement/Timeframe/Consultation

Financial Impact

The Draft Economic Development Strategy 2015 contains a number of projects that will be delivered across multiple areas in Council. They include existing projects and activities currently funded by the allocation of operational expenditure along with external grants and funding. Upon conclusion of the consultation period, the prioritised action plan will be reviewed in regards to future operational expenditure and external funding opportunities prior to implementation.

Timeframe

The following table represents an indicative timing for the adoption of the draft strategy.

Month	Tasks
March	Finalise Draft Economic Development Strategy 2015 Operations Committee
April	Advertising and Exhibition (28 Days) Liaise with Council staff internally Engage (and meet) external industry / government agencies
May	Collate exhibition feedback Revise draft strategy Finalise draft strategy

June Operations Committee for adoption
(onwards) Launch and engagement event

Consultation

The draft strategy will be placed on public exhibition to seek feedback from the community, local business and key industry and government agencies. Council will be seeking feedback from all stakeholders outlined further below. These groups have been identified as able to provide useful feedback during the consultation period.

- Community – precinct groups and residential
- Council – Councillors and staff
- Industry – Bondi & Districts Chamber of Commerce
- Industry – Eastern Suburbs Business Enterprise Centre
- Industry – Local businesses
- Industry – Professional Economic Development Associations
- Government – Australian Trade and Investment
- Government – NSW Trade and Investment - Business NSW
- Government – NSW Premier and Cabinet
- Government – NSW Business Chamber
- Government – NSW Planning and Environment
- Government – NSW Dept. Employment / Dept. Education & Training
- Government – Office of the NSW Small Business
- Government – Destination NSW
- Government – Tourism Australia
- Government – Regional Development Australia
- Government – Southern Sydney Regional Organisation of Councils
- Government – Neighbouring Councils

The tools to be used for consultation will involve a mix of traditional and digital mediums. Tools will actively pursue feedback through presentations, meetings and a focus group with abovementioned stakeholders and include:

1. Presentation/s – Councillors and Council staff
2. Presentation and/or meetings – industry
3. Focus group – Industry
4. Digital – Website and social media
5. Digital – Direct email to Waverley Council business database
6. Online – survey seeking feedback from all community
7. Letter/s / direct email – industry and government agencies
8. Information Sheet – outlining key elements about the draft strategy

All feedback provided during the consultation period will be collated and reported back to Council.

6. Conclusion

Matters raised by research and consultation with relevant Council officers, Councillors and the community have been considered in this strategy. The Draft Waverley Economic Development Strategy is consistent with Council's long term vision and Community Strategic Plan.

It is recommended the Draft Waverley Economic Development Strategy 2015 be placed on public exhibition.

7. Attachment/s:

1. Draft Waverley Economic Development Strategy 2015.



WAVERLEY

Draft Waverley Economic Development Strategy
2015 – 2020

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ECONOMIC VISION

A prosperous Waverley – a vibrant, sustainable and progressive economy the provides a gateway to Sydney’s east.

A vision for a prosperous Waverley in 2020, involves the support of a sustainable economy by 2020. The long-term approach focuses on supporting existing business, and attracting new business increasing economic diversity. This encourages greater job opportunities for the community, maintaining and enhancing our quality of life.



FOREWORD

To be provided by Mayor at time of adoption



EXECUTIVE SUMMARY

The Draft Waverley Economic Development Strategy 2015 is a high-level strategic policy that delivers an economic vision for a prosperous Waverley in 2020. The policy has relied on a broad analysis of local challenges, current and future trends and the role of Waverley in the context of Sydney's Global Economic Corridor.

Waverley recognises its role as Local Government to lead economic development in collaboration with all levels of government, industry, local business and the community. The policy concentrates on retaining existing business and attracting new business that supports the creation of local jobs and new opportunities. These activities work towards long-term economic sustainability that maintains and enhances the community's quality of life.

Delivering economic development in Waverley will be managed through the Draft Waverley Economic Development Strategy 2015. This high-level strategic policy outlines four high-level priorities and nine action headings:

Renew

- Destination marketing
- Place management
- Destination development

Innovate

- Improving competitiveness
- Increasing diversity

Collaborate

- Industry partnerships
- Government partnerships

Enable

- Reducing barriers
- Business support



INTRODUCTION

Economic Development delivers initiatives that stimulate a local economy by supporting both the retention of existing businesses and attraction of new businesses and investment. Long-term, these initiatives contribute towards improving and maintaining a high quality of life for local communities, through greater job opportunities and business diversity. This results in long-term economic sustainability.

The *role of Local Government* is to lead local support programs in the community. Local Government is recognised as having capacity to co-ordinate local planning and deliver on-ground actions. Initiatives are best delivered through collaborative actions across all levels of government, industry and communities. Where possible, support is provided from National and State Government.

Waverley Community Strategic Plan – Waverley Together 3, outlines a number of sustainable living themes that relate to economic development. These themes have a clear emphasis on people, place and business, and include a focus on industry and infrastructure:

- *A vibrant, diverse and robust economy*
- *Public spaces and built environment are vibrant, inviting, accessible and aesthetically pleasing*
- *A sense of place and identity is preserved and celebrated*
- *Visits contribute positively to the community and economy*

Waverley has a clear mandate to enable and facilitate sustainable long term economic growth. This has been resourced by the establishment of economic development as a dedicated outcomes focussed team within Waverley Futures Program.

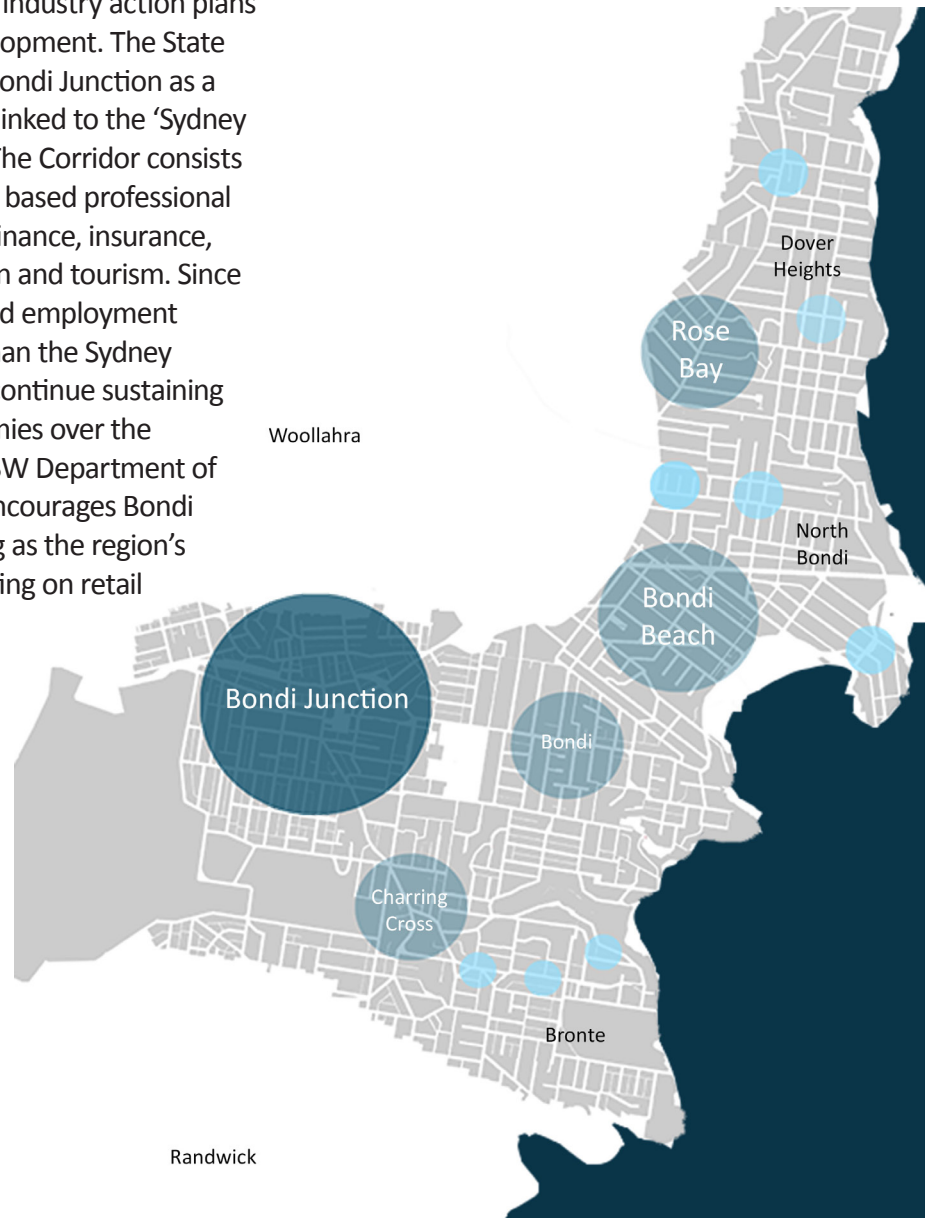


CONTEXT

Initiatives are best delivered through collaborative actions across all levels of government, industry and communities. Local government areas across Australia are becoming increasingly responsible for supporting their local economies as responsibility is shared by all levels of Government. This ensures an integrated approach to delivering long-term economic sustainability.

The National and NSW State Governments have produced policies and broad industry action plans that support economic development. The State Government has identified Bondi Junction as a strategic commercial centre linked to the 'Sydney Global Economic Corridor.'¹ The Corridor consists of a concentration of Sydney based professional service jobs that operate in finance, insurance, technology, health, education and tourism. Since 2008, this region has provided employment growth three times higher than the Sydney average, and is expected to continue sustaining the Sydney and NSW economies over the coming two decades. The NSW Department of Planning and Environment encourages Bondi Junction to continue evolving as the region's commercial core, concentrating on retail and professional services.

The Sydney metropolitan area consists of numerous smaller economies that have grown to develop their own competitive advantage. Waverley's local economy consists of businesses that operate in a core group of industries that include retail, professional services, health, education, creative industries and tourism. These core, yet diverse set of industries provide local jobs across Waverley with a concentration in commercial and village centres.



¹ NSW Government, A Plan for Growing Sydney, December 2014

The Draft Waverley Economic Development Strategy 2015 specifically meets two primary directions in its Community Strategic Plan – Waverley Together 3:

“Living 1 – Waverley’s economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities.”

“Living 2 – Visitors and tourists are welcomed and make a positive contribution to the community and economy.”

The Draft Strategy will be implemented alongside other corporate strategies and plans, through a consistent program of collective planning, decision making and performance measurement.

Community Strategic Plan – Waverley Together 3 (2013—2025)



Source: Waverley Council

FUTURE TRENDS

Emerging future trends are expected to drive long term change in the local economy. For example, technology and connectivity are driving change across multiple industries, with the digital economy playing an increasingly important role in Australian life. Online retail and professional services in the United States or United Kingdom for example now compete directly with traditional retail shops and services operating in Waverley. Competition for traditional accommodation is being challenged by new options through peer to peer rental services. These trends are encouraging local economies to embrace the challenge of ensuring their competitiveness remains relevant within larger economic networks.

Australia's competitive advantage will have a future focus on the growth of industry sectors such as health, retail, tourism, international education and professional services (wealth

management services). Waverley's core industries (economic drivers) and competitive advantage will align with future national growth areas, providing multiple opportunities to facilitate a stronger, more sustainable local economy.

Current and future population growth in neighbouring local government areas will provide proximity to a highly skilled workforce. Opportunities exist for Waverley to leverage this workforce in the creation for example of knowledge intensive jobs and shared work spaces. In addition, Council is willing to explore the use of community assets to support innovative ways of working and partnering with relevant Government and other agencies to facilitate this initiative.

Waverley recognises the need to stimulate the business environment by leveraging future trends for community and economic sustainability.



ECONOMIC PROFILE

A SNAPSHOT

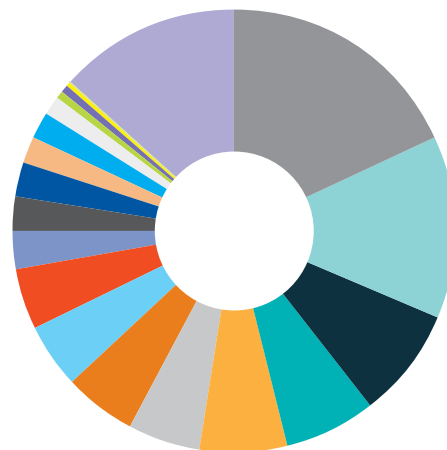
Economic profiles provide insight into specific strengths of a local economy and its role within a broader economy. Waverley's economic profile analysed multiple indicators that include Gross Regional Product, number of business, jobs and how these benchmark against Greater Sydney. Analysis also concentrated on identifying industries that collectively make the highest economic contribution in terms of regional exports, employment and local expenditure on goods and services.

The top six key propulsive industry sectors included:

1. Professional, Scientific and Technical Services
2. Administration and Support Services
3. Accommodation and Food Services
4. Retail Trade
5. Health Care and Social Assistance
6. Financial and Insurance Services

Number of businesses (registered in Waverley)

Analysis of all businesses currently trading in Waverley indicates over 18% are registered in Professional, Scientific and Technical Services industry. A significant number of businesses are also registered in Construction (12%), Financial and Insurance Services (8%), rental, hiring and real estate services (7%) and Arts and Recreation (6%). A majority of these represent small business.

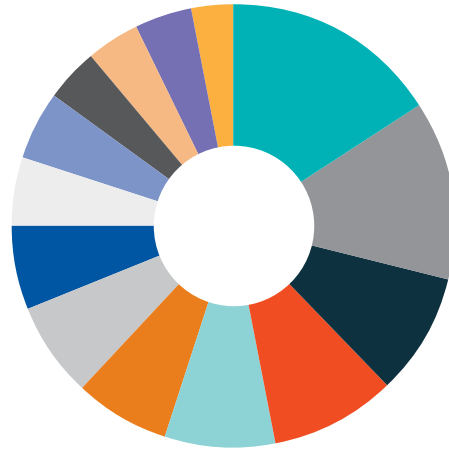


- Professional, Scientific and Technical Services **6,418**
- Construction **4,723**
- Financial and Insurance Services **2,894**
- Rental, Hiring and Real Estate Services **2,351**
- Arts and Recreation Services **2,242**
- Health Care and Social Assistance **1,849**
- Administrative and Support Services **1,840**
- Other Services **1,657**
- Retail Trade **1,586**
- Information Media and Telecommunications **959**
- Education and Training **956**
- Accommodation and Food Services **871**
- Wholesale Trade **699**
- Transport, Postal and Warehousing **659**
- Manufacturing **490**
- Agriculture, Forestry and Fishing **225**
- Public Administration and Safety **174**
- Electricity, Gas, Water and Waste Services **42**
- Mining **28**
- Not Further Defined **0**
- Other **4,682**

Industry sector output (GRP)

The Gross Regional Product (GRP) of the Waverley economy is \$2.713 billion with a total output for the area of \$4.591 billion. The Major contributors, in terms of industry sectors, to output are:

- Rental, Hiring and Real Estate Services **16%**
- Professional, Scientific and Technical Services **13%**
- Financial and Insurance Services **9%**
- Retail Trade **9%**
- Construction **8%**
- Administrative and Support Services **7%**
- Health Care and Social Assistance **7%**
- Accommodation and Food Services **6%**
- Manufacturing **5%**
- Information Media and Telecommunications **5%**
- Education and Training **4%**
- Wholesale Trade **4%**
- Public Administration and Safety **4%**
- Arts and Recreation Services **3%**



Employment mix in Waverley

The total employment in the Waverley area is estimated at 18,733 jobs. Industry sectors providing the highest contribution to local employment includes retail, health care and social assistance, professional, scientific and technical services.

- Retail Trade **18%**
- Health Care and Social Assistance **13%**
- Professional, Scientific and Technical Services **11%**
- Accommodation and Food Services **11%**
- Education and Training **10%**
- Administrative and Support Services **5%**
- Other **32%**

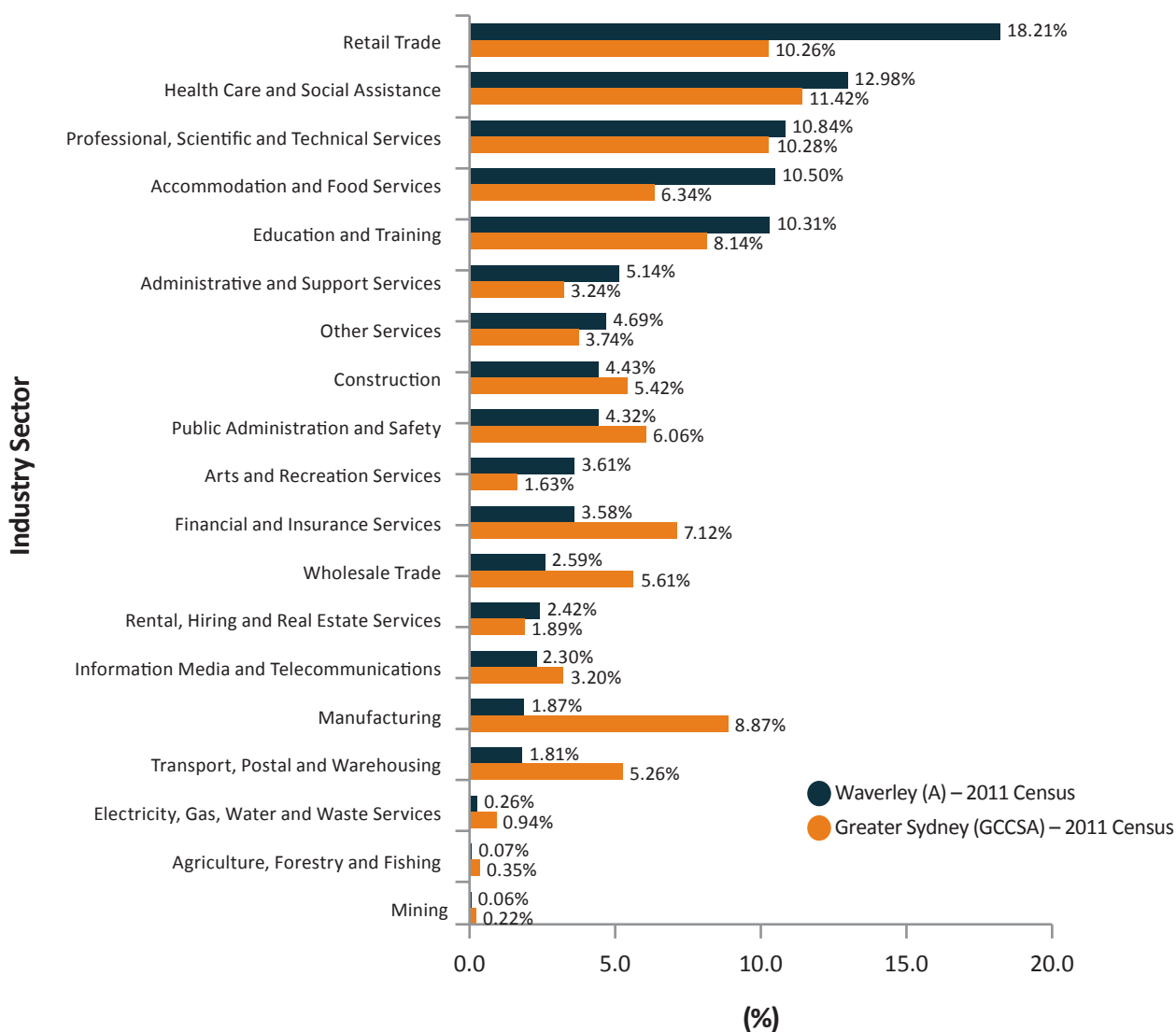


Note: Other includes: Construction, Public Administration and Safety, Arts and Recreation Services, Financial and Insurance Services, Wholesale Trade, Rental, Hiring and Real Estate Services, Information Media and Telecommunications, Manufacturing, Transport, Postal and Warehousing, Electricity, Gas, Water and Waste Services, Agriculture, Forestry and Fishing, Mining and Other Services.

Waverley employment compared to Greater Sydney

Employment in Waverley as benchmarked against Greater Sydney to provide insight into stronger job representation. A higher concentration of jobs in particular industry sectors when benchmarked across greater Sydney demonstrates Waverley's role within the regional economy. Significant percentages indicate a higher concentration of knowledge intensive jobs, reflecting a highly educated community, possessing a wide range of specialist skills and expertise compared to regional averages.

Employment is concentrated around the destination zones of Bondi Junction, Bondi Beach and North Bondi. Five industry sectors account for over 50% of jobs including retail trade (18.2%), health care & social assistance (13%), professional, scientific and technical services (10.84%), accommodation and food Services (10.5%) and education and training (10.31%).

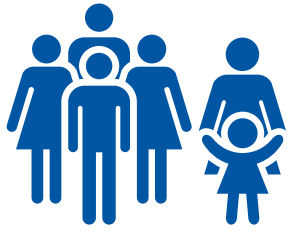


Data sourced from:

- ABS 2011 Census JTW Employment
- ABS 2009 / 2010 National Input Output Tables

- ABS June 2014 Gross State Product
- REMFile (Feb 2015)
- Waverley (A) (Feb 2015)

Gross Regional Product (GRP) for Waverley was calculated using the Expenditure method.



WAVERLEY'S POPULATION

70,706



2.41%



UNEMPLOYMENT RATE

41,752



EMPLOYED RESIDENTS

2.2 MILLION

PEOPLE VISIT BONDI EACH YEAR*



18,733

LOCAL JOBS
(35 hrs p/wk)



35,345

BUSINESSES TRADING
NOW (MAR 2015)



MOST POPULAR THINGS TO DO IN BONDI
RESTAURANTS, CAFES, SIGHTSEEING,
SHOPPING, VISITING FAMILY AND FRIENDS
& **GOING TO THE BEACH**

*Note: Visitor estimates are conservative and do not count visitation from inner parts of Sydney.
Visitor numbers are averaged over a three year period.

Source: Destination NSW Visitor surveys, Tourism Research Australia, REMFile (Feb 2015)

STRENGTHS AND CHALLENGES

A local economy's competitive advantage shapes its future direction. Waverley is characterised by a number of strengths within its region that include:

- Strategic commercial centre for metropolitan Sydney
- Highly educated, skilled and diverse workforce
- Dynamic economy with established and emerging industries
- Innovative and technologically advanced companies
- Established commercial centres with local business 'villages' having strong growth potential
- Extensive telecommunications and information technology infrastructure to underpin an advanced economy
- A network of education and training institutions which place the area at the forefront of innovation and development

Bondi Junction is a regionally significant hub for business in the Eastern Suburbs. The centre is supported by transport infrastructure networks, including direct road and rail links that move thousands of residents, workers and visitors each day.

Waverley's coastal areas including Bondi Beach, are recognised as culturally iconic and one of Australia's most visited destinations. The area collectively represents a strong association with summer, recreation and food, attracting over two million local and international visitors annually.

Local arts and culture emerges through major cultural events that include Sculpture by the Sea, City2Surf and Festival of the Winds. The iconic status of Bondi Beach is demonstrated by its cultural and heritage influence in Australia and globally.

Retail experiences in Waverley are diverse with Westfield Bondi Junction operating one of Australia's most successful shopping centres. The centre complements thousands of retail and service businesses throughout Waverley's major commercial and village centres.

The growth of the health and education industry sector in Waverley reflects the area's proximity to some of Sydney's major hospitals and universities including neighbouring health and educational precincts.

Embracing the challenges in Waverley's economy provide focal points for this strategy. Challenges vary from improving the promotion and function of the major commercial and village centres, to supporting local business productivity, attracting specific business investment and growing Waverley's relationships with government and industry.

A variety of research and consultation has informed the direction of this strategy. Including:

- *Eastern Suburbs Economic Profile prepared by SGS Economics and Planning*
- *Draft discussion paper – Shaping Waverley's Economy*
- *Online demographic and economic data*
- *Waverley Business Forum workshops*

In order to strengthen Waverley's economy this strategy will focus on opportunities that will address current and future challenges. These opportunities have been identified through future trends, consultation with local business and Waverley's economic strengths and challenges.



Opportunities

- Remove unnecessary regulatory process and delays experienced by new and existing businesses
- Improve destination marketing and local branding
- Enhance a sense of place and cultural character across Bondi Junction and surrounding village centres
- Diversify safe night-time options in Bondi Junction
- Offer greater choice of commercial office space for professional services
- Encourage new business (start-ups) in emerging industries including knowledge intensive, creative and digital business clusters
- Actively engage and support local industry including small businesses
- Improve research information including commercial office space, visitation and accommodation data
- Increase Council's partnerships with local industry and government agencies to build business capacity and strengthen supply chains
- Provide a balanced approach to the visitor economy
- Advocate and partner with relevant Government and industry agencies to improve services and infrastructure, such as public transport and online connectivity

PRIORITIES

Waverley is committed to supporting a vibrant and sustainable economy over the long-term while maintaining the area’s identity and lifestyle. Priorities will help focus resourcing and efforts in areas identified through background research.

The Draft Waverley Economic Development Strategy provides a framework that delivers its vision with a focus on building the economy’s competitive strengths and embracing challenges through leadership, strong partnerships and new ideas. These elements provide an integrated framework that begins with four priorities and includes nine actions and twenty-nine project actions.



Priority	Actions
Renew	Destination marketing Place management Destination development
Innovate	Improving competitiveness Increasing diversity
Collaborate	Industry partnerships Government partnerships
Enable	Reducing barriers Business support

RENEW

Urban economies move through cycles of change by developing, ageing and renewing. Renew focuses on renewing commercial and village centres to ensure there is a consistent approach to marketing, management and future planning. This includes branding and promotion for visitors and business investment where necessary. Opportunity also exists to improve the vibrancy of commercial and village centres in addition to reviewing the management systems that deliver services to each centre. Improving visitor experience will form another focus area as will support for cultural assets.



'Renew' is divided into three ACTION headings:

Destination marketing

Place management

Destination development

Outcomes

- Clear branding of commercial and village centres that appeal to the variety of local community, visitors and investors
- Renewed place management initiatives and practices for all commercial centres
- Range of economic and demographic data sources to encourage better understanding and management of our economy
- Encourage growth of cultural assets for Bondi Junction
- Improved visitor experiences in the area with clearer information and opportunities to enjoy the area
- Improved vibrancy of commercial centres for local community and visitors

INNOVATE

Economies continually evolve through innovation to maintain a competitive advantage. Innovate focuses on strengthening Waverley's core industries and diversifying by attracting new industries to improve the prospects of sustainable job growth. The actions focus on improving core industry sectors including retail, visitor economy (tourism), professional services, health and education, creative industries and recreation. Increasing the diversity of our businesses and encouraging start-ups to improve competitiveness and reduce the local economy's exposure to external economic changes.



Innovate is divided into two ACTION headings:

Improving competitiveness

Increasing diversity

Outcomes

- Grow the number of local jobs available to an increasing population
- Support the generation of co-working opportunities for local industries, creative and professional services (knowledge intensive)
- Improve the supply and range of accommodation and commercial office space in Bondi Junction
- Encourage local industries to collaborate on new initiatives
- Improve opportunities for start-ups to establish businesses in Waverley

COLLABORATE

Partnerships help merge real world challenges with political and legal frameworks to provide equitable, specific and measurable results. Collaboration focuses on increasing information sharing to support evaluation of current broader issues and delivering a variety of projects and activities generated by this strategy. Partnerships with Government extend across a variety of relevant government agencies with a focus on business and investment. Industry partnerships cover a variety of associations and organisations that relate to key local industries that may join or support Council in delivering certain initiatives.



Collaborate as a priority is divided into two ACTION headings:

Industry partnerships

Government partnerships

Outcomes

- Maintain and strengthen collaboration with business and related associations (such as Bondi and Districts Chamber of Commerce)
- Government and industry support for local economic issues
- Increased promotion of collaboration to support Waverley's strengthening of local business
- Increased funding from appropriate government agencies for projects that are related to this strategy
- Strengthening relationships with Government and industry for innovative projects and sharing of existing and future economic development research
- Co-ordinated approach between industry and government in relation to local visitor economy

ENABLE

Businesses continually undergo change based on a more competitive operating environment. Enable focuses on supporting business by reducing unnecessary barriers to growth and researching innovative ways for Council to improve process. Support involves assisting businesses to navigate government frameworks and regulation to ensure they can access appropriate support services through advisory and referral services. The priority acknowledges the regulatory framework that businesses operate and interact with daily, and their need to evolve according to changing demands. Opportunities exist to demonstrate Waverley Council's emphasis on proactively fulfilling its role as a Local Government Authority while embracing and developing innovative practices and initiatives.



Enable is divided into two ACTION headings:

Reducing barriers

Business support

Outcomes

- Council welcomes new ideas and is an enabler of business
- An 'open for business' approach that focuses on reduction of Council red tape and processes that negatively impact local business and local activities
- Increased confidence and improved efficiencies for business related to interaction with Council services
- Engage with local businesses and encourage business to business communication networking and trade
- Increased online access to a range of useful Council information for businesses

IMPLEMENTATION

Delivering the strategy

The Draft Waverley Economic Development Strategy actions will deliver both tangible and intangible outcomes based on four high-level priorities.

Projects and initiatives generated from this strategy will involve a multi-disciplinary delivery approach. Internally, Waverley Councils economic development team will collaborate across a range of Council program areas to engage with internal and external project stakeholders and partners. Externally, a variety of industry groups and government agencies will be engaged for their professional contribution.

The strategy's implementation will occur alongside other corporate plans and strategies with results reflected within Councils integrated planning and reporting framework.

Actions will become projects across diverse teams with appropriate resource allocation. The timing and delivery of projects will vary due to a range of factors including resourcing, stakeholder and government agency engagement, and a range of other factors.

Monitoring and Evaluation

The monitoring and evaluation of projects will take place regularly using proven project management methodologies. Project progress will be monitored to ensure measures, deliverables and outcomes will be achieved. Progress reporting to Council will be undertaken for achievement of project initiatives and activities. At the completion of the period of effect of the Draft Waverley Economic Development Strategy in 2020, a detailed report and evaluation of all projects and activities will be undertaken and reported to Council. This review will report on lessons learned, results and achievements to inform a future Draft Waverley Economic Development Strategy and action agendas.



ACTION AGENDA



The action agenda provides greater specificity on the delivery of economic development in Waverley to 2020. A total of twenty-nine action initiatives and projects are scheduled across the four high-level priorities and nine action headings. These will vary in scale and outcomes.

Project plans will identify collaborators, specific project team members, stakeholders, tasks and timelines to deliver each action. Summary project plans will be made available for project teams to enable a meaningful collaboration with delivery partners.

Each project will contain an embedded community engagement plan. These will be specifically created to ensure active and innovative engagement to

maximise project delivery and impact.

The Economic Development team will coordinate the implementation of the strategy in partnership with internal and external stakeholders.

Delivery will involve internal and external collaboration across multiple areas of Waverley Council, and a variety of government and industry organisations. The extent of stakeholder input will vary depending on the action. It is critical to note that projects and initiatives indicated as ongoing are envisaged to continue throughout the life of the draft strategy and beyond 2020. The successful delivery of the priorities will be reported according to a series of group measures.

RENEW

Actions

Destination marketing

Project actions		Project involvement	Start year (Financial Yr)					
			2015	2016	2017	2018	2019	ongoing
1.1	Identify and promote clear branding that highlights the character of Bondi Junction and key commercial village centres	<i>Positioning Waverley</i> NSW Trade and Investment Destination NSW Tourism Australia		✓				•
1.2	Promote Waverley's competitive advantage to attract new business	<i>Positioning Waverley</i> <i>Clean and Attractive Waverley</i> Destination NSW		✓				
1.3	Improve supply of essential information about the local area across a variety of communication mediums for domestic and international visitors alike	<i>Positioning Waverley</i> <i>Enriching Waverley</i> <i>Digital Waverley</i> Destination NSW Tourism Australia	✓					

Place management

Project actions		Project involvement	Start year (Financial Yr)					
			2015	2016	2017	2018	2019	ongoing
2.1	Facilitate vibrant commercial and village centres through place activation projects that enhance a sense of place and retain local ambience and identity	<i>Enriching Waverley</i> <i>Creating Waverley</i> <i>Shaping Waverley</i>		✓				•
2.2	Review business satisfaction with Council Services across a range of industry sectors (for example an annual survey)	<i>Positioning Waverley</i> <i>Clean & Attractive Waverley</i>		✓				•
2.3	Examine and deliver opportunities to improve local experiences through basic services (for example: interactive maps, cross promotions and online solutions and other relevant information)	<i>Positioning Waverley</i> Destination NSW Tourism Australia		✓				
2.4	Review the overall place management and function of commercial and village centres	<i>Clean & Attractive Waverley</i> <i>Positioning Waverley</i>			✓			

Destination development

Project actions	Project involvement	Start year (Financial Yr)					
		2015	2016	2017	2018	2019	ongoing
3.1 Facilitate the creation of distinctive cultural assets in Bondi Junction by way of an area, building, artwork or similar	<i>Enriching Waverley</i>			✓			●
3.2 Generate and maintain diverse sources of local economic data for use in long-term planning by Council and the public. a) economic indicator and demographic information and data sets b) local cultural assets data (events, natural locations, venues, galleries etc.) c) local commercial floor space and employment data d) visitor and accommodation data	<i>Enriching Waverley</i> <i>Safe Waverley</i> <i>Creating Waverley</i> Regional Tertiary Institutions Australian Bureau of Statistics Destination NSW Tourism Australia Austrade NSW Planning and Environment	✓					●
3.3 Encourage increased diversity in the night time economy of Bondi Junction	<i>Enriching Waverley</i> <i>Shaping Waverley</i> <i>Safe Waverley</i>		✓				●

Measures

Action group indicators	Measures	Trends / targets	Reporting frequency
<ul style="list-style-type: none"> Economic diversity Competitive advantage promoted Local and international visitor engagement Business confidence and satisfaction (consumers and producers) Efficient labour market 	Real annual growth in Gross Regional Product (GRP) and contribution by industry sector	Increase in GRP ↑	Annually
	Business satisfaction in commercial centres	Stable ↔ or increasing ↑	Annually
	Economic stimulus (jobs and dollar spend) from domestic and international visitation	Increasing ↑	Annually
	Volume of pedestrians in key locations	Increasing ↑	Annually
	Length of dwell in key locations	Increasing ↑	Annually
	Vacancy rates	Decreasing ↓	Annually
	Diverse tenancy mix	Increasing ↑	Annually

INNOVATE

Actions

Improving competitiveness

Project actions	Project involvement	Start year (Financial Yr)					
		2015	2016	2017	2018	2019	ongoing
4.1 Encourage investment in the sustainable supply of commercial office space	<i>Shaping Waverley</i> <i>Sustainable Waverley</i> <i>Waverley Positioning</i> NSW Planning and Environment Aust. Trade Commission		✓				
4.2 Investigate the establishment of co-working office spaces for existing industries including knowledge intensive (professional services)	<i>Enriching Waverley</i> Regional Development Australia		✓				•
4.3 Encourage investment in the sustainable supply of appropriate visitor accommodation	<i>Shaping Waverley</i> <i>Positioning Waverley</i> NSW Trade and Investment	✓					
4.4 Deliver new initiatives that connect local industries to facilitate sustainable value-add activities to local business	<i>Enriching Waverley</i> NSW Business Chamber Office of NSW Small Business			✓			

Increasing diversity

Project actions	Project involvement	Start year (Financial Yr)					
		2015	2016	2017	2018	2019	ongoing
5.1 Encourage new business start-ups (creative, hi-tech and knowledge intensive industries) to establish in Waverley (for example through an incubator/s)	<i>Enriching Waverley</i> <i>Sustainable Waverley</i>		✓				•
5.2 Encourage new business to establish in Waverley by promoting a range of local economic data and other information to promote 'doing business' in Waverley	<i>Customer First</i> <i>Positioning Waverley</i>	✓					•
5.3 Increase competitive advantage by supporting the ongoing operation of local health and educational institutions	NSW Business Chamber Related industry associations					✓	

Measures

Action group indicators	Measures	Trends / targets	Reporting frequency
<ul style="list-style-type: none"> Economic diversity Workforce and employment Office and accommodation supply 	Local employment by industry sector	Increasing ↑	Biannually
	Diverse range of employers	Stable ↔ or increasing ↑	Annually
	Participation rates in skilled jobs	Increasing ↑	Annually
	Commercial Office floorspace	Stable ↔ or increasing ↑	Annually
	Use of council property for business and events	Increasing ↑	Annually
	Business capacity for efficiency and productivity (for example: expenditure, research and development and new technologies)	Increasing ↑	Annually
	Businesses and workers knowledge intensive, hi-tech and creative industries	Stable ↔ or increasing ↑	Annually
	Accommodation supply and demand	Increasing ↑	Annually
	Number of businesses	Stable ↔ or increasing ↑	Annually
	Number employed and participation rates	Stable ↔ or increasing ↑	Annually



COLLABORATE

Actions

Industry partnerships

Project actions	Project involvement	Start year (Financial Yr)					
		2015	2016	2017	2018	2019	ongoing
6.1 Strengthen support to small business through established industry partnerships	Bondi Chamber of Commerce Business Enterprise Centre Office of NSW Small Business	✓					•
6.2 Maintain and strengthen relationships with media organisations to promote business news in Waverley	<i>Positioning Waverley</i> Local Media	✓					•
6.3 Develop new and strengthen existing collaboration for greater research and support	Regional tertiary institutes Economic Development professional associations	✓					•
6.4 Investigate the establishment of an entity that facilitates discussion and feedback on Waverley's visitor economy	Bondi Chamber of Commerce Destination NSW Local Business	✓					



Government partnerships

Project actions		Project involvement	Start year (Financial Yr)					
			2015	2016	2017	2018	2019	ongoing
7.1	Partner with relevant NSW and Federal Government Agencies to support marketing (for long-term investment and visitation)	NSW Trade and Investment NSW Business Chamber Destination NSW Bondi Chamber of Commerce	✓					•
7.2	Partner with Government agencies, tertiary institutions and others to undertake annual economic research projects to underpin future economic development projects and activities	Regional tertiary Institutions Australian Bureau of Statistics NSW Planning and Environment	✓					•
7.3	Develop regional visitor economy opportunities through cross promotion with surrounding Local Government Areas and State Government	Surrounding Councils Destination NSW Tourism Australia			✓			•

Measures

Action group indicators	Measures	Trends / targets	Reporting frequency
<ul style="list-style-type: none"> • Doing business • Business and industry project support • Promotion of collaboration 	Ease of doing business with Council	Increasing ↑	Annually
	Business to business trade and communication	Increasing ↑	Annually
	Industry sector maximising business opportunities associated with events	Increasing ↑	Annually
	Media Coverage	Stable ↔ or increasing ↑	Annually
	Regional visitor economy opportunities	Increasing ↑	Annually

ENABLE

Actions

Reducing barriers

Project actions		Project involvement	Start year (Financial Yr)					ongoing
			2015	2016	2017	2018	2019	
8.1	Develop and implement an 'Open for Business' approach that improves key processes to make it easier to do business in Waverley	<i>Positioning Waverley</i> <i>Customer First</i> Office of NSW Small Business	✓					•
8.2	Review and improve policy and processes involving activity in public spaces	<i>Building Waverley</i> <i>Waverley Financial</i> <i>Outdoor Managed Events</i> Destination NSW NSW Planning and Environment	✓					•

Business support

Project actions		Project involvement	Start year (Financial Yr)					ongoing
			2015	2016	2017	2018	2019	
9.1	Review opportunities for business to improve sustainability (for example: improved environmental performance)	<i>Sustainable Waverley</i> <i>Positioning Waverley</i>			✓			•
9.2	Improve business support services by creating a business advisory and referral service, mentoring, training and advocacy (for example: business toolkits, referral to other agencies through online mediums)	<i>Shaping Waverley</i> <i>Positioning Waverley</i> <i>Digital Waverley</i> Bondi Chamber of Commerce Business Enterprise Centre			✓			
9.3	Engage with local businesses in diverse ways including: <ul style="list-style-type: none"> • Annual business awards • Issues based business workshops • Local business news • Business forums 	<i>Positioning Waverley</i> <i>Enriching Waverley</i> Bondi Chamber of Commerce Office of NSW Small Business	✓					•

Measures

Action group indicators	Measures	Trends / targets	Reporting frequency
<ul style="list-style-type: none"> • Reduction in red tape • Business efficiency • Business to business trade • Access to information and referrals 	Timeframes for delivering business related approvals	Decreasing ↓	Biannually
	Interactively inform businesses on how to navigate processes	Stable ↔ or increasing ↑	Biannually
	Business to business trade	Increasing ↑	Annually
	Business sustainability (environmental)	Increasing ↑	Annually
	Business engagement (attendance at forums, workshops, business awards)	Increasing ↑	Annually



GLOSSARY

Business incubator – Entity that fosters and supports young companies until they become viable, providing them with affordable space, technical and management support, equity and long-term debt financing and employment.

Commercial centre – A primary centre where a concentration of commercial activities takes place to service a surrounding Local Government Area and or region.

Competitive advantage (competitive strength) – represents a specialisation of related businesses that operate within a specific area comparative to other areas (economies) or within a local economy.

Creative industries – industries which have their origin in individual creative skills and talent. These skills represent a potential for wealth and job creation through commercialisation of intellectual property.

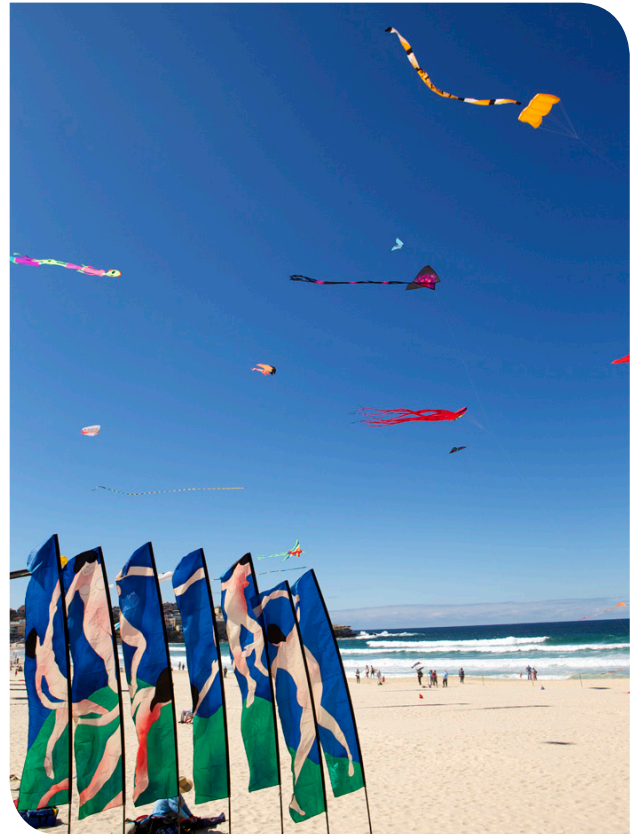
Economic development – involves the development and implementation of policy, programs and projects that stimulate communities and regions in positive ways.

Gross Regional Product – is the total value of final goods and services produced in the region over the period of one year.

High-tech – businesses that produce products or services that require substantial intellectual capital in their creation and delivery.

Indicator – measures that help assess performance of an action over time.

Knowledge intensive – involves high tech businesses such as software, computing and telecommunications that have a highly skilled workforce.



Key industry sectors (drivers) – the industry sectors which are propulsive drivers for the local economy. These industry sectors are prominent for backward linkages (spend the most on locally sourced intermediate goods and services per dollar of output, regional exports, employment and value added; which is the major calculation of Gross Regional Product).

Red tape – relates to regulatory or bureaucratic processes that impede the establishment or function of businesses.

Village centres – refers to a group of shops either neighbourhood centre, village centre or commercial centre

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Waverley Futures – Shaping Waverley – Economic Development

A range of technical documents support the direction of the strategy including the Eastern Suburbs Economic Profile report 2013 and Shaping Waverley’s Economy – draft discussion paper 2014.

Report No. OC/5.4/15.03(2)

Subject: Public Art Master Plan
Trim File No.: A05/0416
Author: Elizabeth Reidy, Curator & Visual Art Coordinator
Director: Cathy Henderson, Waverley Life



Recommendation:

That Council adopts the Public Art Master Plan, noting that images will be included in the final document for publication.

1. Executive Summary

- Council adopted a new public art policy in March 2014.
- This policy required the development of a public art master plan which would:
 - Identify specific sites for possible future public art, subject to funding.
 - Set the preliminary context and framework for the artists brief at each site.
- During 2014, the Public Art Committee, Councillors and Council staff worked to develop a draft master plan.
- In December 2014 Council endorsed the draft master plan for the purposes of community consultation, exhibition and feedback.
- This report provides the feedback received in the community consultation and recommends the adoption of the Public Art Master Plan. No changes have been proposed to the draft text.

2. Introduction/Background

On 18 March 2014, Council adopted the Public Art Policy. This policy required the development of a draft public art master plan. The purpose of the public art master plan is to guide the location and commissioning of new public artwork in the Waverley area. It is intended to:

- Identify specific sites for possible future public art.
- Set priorities for public art commissioning budget (\$100,000 every two years).
- Suggest potential projects for developer funded public art.
- Set the preliminary context and framework for the artists brief at each site.

Sites for public art were proposed by the Public Art Committee, Council Officers and Councillors. Locations were compiled and shortlisted. On 2 December 2014 Council recommended a draft of the master plan be placed on exhibition for community consultation and feedback. The draft master plan was advertised for consultation between December 2014 and February 2015.

2.1 Relevant Council Resolutions

Council or Committee Meeting & Date	Minute No.	Decision
Operations Committee 2 December 2014	OC/5.8/14.12	<p>That Council:</p> <ol style="list-style-type: none"> 1. Endorses the Draft Waverley Public Art Master Plan for the purposes of community consultation, noting that photographs of the sites will be inserted into the document, subject to the following amendments: <ol style="list-style-type: none"> a. On pages 81-82, reorder the sites so that Gould & Roscoe Street becomes Site 1, and Waverley Mall becomes Site 2 (and the order of remaining sites to be unchanged) b. Under Gould & Roscoe Street, 'Opportunities for Public Art' section, add a final sentence to read 'Artwork should be integrated into the plaza upgrade for the site, which is scheduled for 2015-16.' c. On page 92, re-order the sites for commissioning of artworks so that the Gould & Roscoe Street site will be commissioned in 2014-15, and Waverley Mall in 2016-17, and Oxford Street Mall in 2018-19. 2. Notes that a report on the community consultation will be provided to the Operations Committee or Council in the first quarter of 2015.

3. Discussion

On 2 December 2014, Council considered a preliminary draft of the master plan, and recommended the draft to community consultation and feedback.

Amendments to the attached draft plan have been made with consideration to the feedback received from the community and Councillors. On consideration of development taking place in Waverley Mall, Gould and Roscoe Streets were elevated to the first site for commission in 2014-2015.

Sites will be commissioned in the order of:

1. Gould and Roscoe Streets (2014-2015).
2. Waverley Mall (2016-2017).
3. Oxford Street Mall (2018- 2019).

The draft master plan was on exhibition for community feedback from December 2014 to February 2015. It appeared on 'Have Your Say Waverley', Facebook and Twitter. The draft master plan was distributed by email to the Precinct Committees with a request for feedback and input. Copies of the master plan were delivered to the businesses along Gould Street with request for feedback and comment.

Two submissions were received:

- (i) Bondi Beach Precinct provided feedback in support of the proposed sites for public art in the Bondi Beach area set out in the draft Master Plan. They also requested that the Mermaids be re-installed at Ben Buckler.

Officer comment: The draft Master Plan section on Bondi Park already includes historical information about the Mermaids, suggesting that a future public art work at Bondi Park or Bondi Pavilion could reflect (or engage with) the history of the Mermaids.

The Public Art Master Plan is intended to guide siting and the broad commissioning of artworks, but does not identify specific artworks to be created or relocated. Ben Buckler is a very challenging site for a sculpture, as evidenced by the previous destruction of the mermaids. Any proposal to create mermaids there, or relocate the remains of the Mermaids, would need a full feasibility report addressing issues including location, materials, installation, expected life cycle, maintenance schedule and budget. This report does not recommend that the Mermaids be installed at Ben Buckler.

- (ii) A resident submitted that public art was not a good use of money and often resulted in bureaucratic compromises with mundane outcomes addressing the lowest common denominator. The submitter suggested that the funds should instead be used to improve the Bondi Pavilion Gallery and make it of a national standard.

Officer comment: No amendments have been recommended to the draft Master Plan as a result of this submission.

4. Relationship to Waverley Together 3 & Delivery Program 2013-17

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

Direction:	C1 – Waverley’s cultural heritage and diversity is recognized, protected and respected.
Strategy:	C1a – Support programs that celebrate and strengthen our multiculturalism and indigenous culture and cultivate a sense of community appreciation of our cultural heritage
Direction:	C6 – Arts and cultural activities foster an involved community and a creative environment
Strategy:	C6a – Enrich the community’s cultural life and support lifelong learning through a variety of cultural events and activities, balancing the needs of residents and visitors
Strategy:	C6b – Encourage the arts in public places and public art in private developments

Strategy: C6c – Foster and create opportunities in the creative sector to retain local artists and cultural providers in Waverley

Waverley Public Art Policy

Public art plays a powerful role in Waverley. It engages and promotes dialogue across the community, attracts economic benefit, connects artists with the area, and enhances the overall appreciation of art. Public art can be permanent (such as a sculpture) or temporary (such as street art, temporary installations or experimental media).

Key objectives for public art in Waverley:

- 1.1 Place making (Making Spaces into Places)
- 1.2 Artistic Excellence
- 1.3 Sustainability
- 1.4 Local Culture and Heritage

5. Financial impact statement/Timeframe/Consultation

Financial

Funding of \$100,000 for a public art work is included in the 2014-15 capital works budget and included every second year in the indicative future capital works program.

Timeframe

If the Public Art Master plan is adopted by Council, it's expected that a call for artist expressions of interest will be advertised in April 2015.

Consultation

The final version of the Master plan has been developed in consultation with Council staff from planning, urban design, landscape architecture, visual arts, local studies, community feedback, arts industry feedback, the Waverley Public Art Committee, and Waverley Councillors.

6. Conclusion

It is recommended the Master Plan be adopted and the commissioning process for the first identified site for public art begin in April 2015.

7. Attachment/s:

1. Draft Public Art Master Plan

Draft Waverley Public Art Master Plan

1. Introduction

On 18 March 2014 a new Public Art Policy was adopted by Waverley Council, following a broad process involving Councillors, community representatives/ industry experts on the Public Art Committee, staff from across Council, and community consultation. This Public Art Master Plan has been developed to ensure the deliverables of the Public Art Policy are met.

2. Purpose

The purpose of the Public Art Master plan is to ensure the commissioning of new work in the Waverley area with consideration to context, enhancing engagement and appreciation of art, and invigorating the area.

3. Waverley Together 3

The Master plan reflects Waverley Council's Community Strategic Plan – Waverley Together 3 and subsidiary plans. The Sustainable Community function of the plan relates to the following directions:

The delivery of a Public Art Program in Waverley addresses 5 of 14 Vision elements identified in the 2013-2025 Waverley Community Strategic Plan:

- *Everyone is welcome to participate positively in community life*
- *We can express our essential selves through our traditions, our arts, our cultures and our lifestyles;*
- *The architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social contexts*
- *Local economic prosperity provides opportunity for all*
- *As a local community we have the courage to take a leading place in achieving the environmental aims of a global society.*

4. Objectives for commissioning Public Art in Waverley

Waverley Council has four clearly stated key objectives forming the evaluation criteria for new works being commissioned in the area, as set out in the Public Art Policy. The key objectives are as follows;

1. Place making (Making Spaces in-to Places)
2. Artistic Excellence
3. Sustainability
4. Local Culture and Heritage

Further detail on each of these key objectives can be found in Waverley Council's Public Art Policy.

5. Why we deliver Public Art In Waverley

The Waverley Public Art Policy states:

"The development of high quality public art in public places and public art in private developments delivers these benefits:

- *A sense of local engagement and community*
- *Creates attractive places that are welcoming, engaging and interesting*
- *A richer experience of the place for residents and visitors*
- *Adding value to private development.*

Public Art is cited as a deliverable outcome in several Waverley Council strategy documents:

Arts Plus - adopted 2012

Waverley Council's Arts Plus plan was adopted in 2012. It is the visioning document for the direction for arts and cultural development in the Waverley area; Section 4.2 cites Waverley will deliver the following in terms of Public Art;

- *Public Art is developed in suitable locations in Waverley with; a number of Public Art opportunities identified annually in the Capital Works program and within existing budgets*
- *Encourage suitable Public Art In the Private Domain with; percentage increase in Public Art In The Private Domain from the base years 2009/2010*
- *Develop projects through the new Street Arts strategy with; a number of anti graffiti projects developed*

Complete Streets

The Complete Streets Project is part of Council's plan to enhance the vibrancy of Bondi Junction and its spaces. It involves greening and beautifying the footpaths and public places, making public meeting places more vibrant and appealing, and improving connections for cycling, walking and access to public transport. the Complete Streets Project document states:

- *A city's greatest Civic space is its streets. A complete streets approach considers these spaces holistically across all disciplines, to develop an overarching complete streets framework for the City Centre, as well as specific complete streets designs for each street. (paragraph 1, pg 14, Bondi Junction: Complete Streets Project)*

It continues:

- *[Place Making]; Complete Streets are recognised as more than just transport corridors; they form the main civic space of town centres; they significantly affect the retails, cultural and leisure experience; and they can provide inspiration from spontaneous activity, public art, creative lighting and greenery. They are the backbone of a healthy, ecological and liveable city where a high quality public domain forms the setting for daily life.*

Public Domain Improvement Plan 2006 - Local Village Centres

Waverley Council's Public Domain Improvement Plan for Local Village Centres states:

2.7 Public Art

Public Art is an important cultural activity. It aids legibility of place, enlivens the public domain and can define and reveal a specific identity for each centre. Public Art ranges from the monumental to the temporal and can include;

- *Free standing objects*
- *Artist involvement in the design and layout of public parks, squares and forecourts;*
- *artist involvement in the design of specific elements of the public domain; and*
- *Festivals and other cultural events*

The Local Village Centres are places within a local, rather than a regional focus. Public Art Projects should reflect this in scale, funding and level of position. Projects should reflect the aims and objectives of the Waverley Public Art Committee.

6. Identifying sites for Public Art

In 2014 a survey of potential sites for public art was conducted. The sites featuring in this Master plan have been identified as sites for public art projects based on the social, historical and physical characteristics of each location.

Site1: Gould & Roscoe St

(3 - 4 images of site inserted)

Objective: Artist to create sense of place

EXISTING SITE QUALITIES

The space has a great centrality, which can draw people and invigorate local businesses by creating an activated focal point. The site has the potential to attract people from Campbell Parade to the commercial district and local businesses of Bondi Beach. At present it is a sunken paved area with seating and a temporary community garden.

CONTEXT OF SITE

Roscoe St Mall is currently the main mall area between Roscoe street and Campbell Parade on the Bondi Beach front. It is the home of weekly markets, art on the streets projects, buskers, and cafes and eateries. Either side of the mall along Roscoe St are high street designer clothing stores. The mall and the length of Roscoe street is a high visitation area for locals and tourists alike. The intersection of Roscoe St and Gould St is a space that has been paved with a sunken square courtyard space. At present the sunken space is empty featuring a few generic seats.

SITE QUALITIES TO KEEP AND REINFORCE

Artists are encouraged to transform the space, and maintain the seating to encourage congregation

OPPORTUNITIES FOR PUBLIC ART

A broad range of proposals that incorporate urban design are encouraged. Artworks should be suitable to the elements and will create a landmark that will transform an underutilised space. Water features will not be considered.

Site 2: : Waverley Mall

(3 - 4 images of site inserted)

Objective: Artist to respond to existing qualities of place

EXISTING SITE QUALITIES

Waverley Mall is a paved, tree lined, seated mall area. It is a quiet peaceful space that serves as a reprieve from the frenetic pace of Bondi Junction.

CONTEXT OF SITE

An oversized laneway space adjacent to the Oxford Street shopping complex and major entrances to Westfield, Waverley Mall functions as a thoroughfare for local pedestrians and cyclists between the suburbs, Bondi Junction transport terminal, and Westfield. It is a quiet, leafy, paved thoroughfare housing a number of local businesses and cafes with outdoor seating.

SITE QUALITIES TO KEEP AND REINFORCE

Waverley Mall should be maintained as a green area and a space of reprieve.

OPPORTUNITIES FOR PUBLIC ART

Waverley Mall is suited to sculpture, lighting, digital or water based installations. Proposed works should give consideration to the activation of the space for both the day and night time, while maintaining sensitivity to the peaceful environment. The site is currently used as an alternative entry to Westfield and as a thoroughfare for cyclists.

Site 3: Oxford St Mall

(3 - 4 images of site inserted)

Objective: Artist to create sense of place

EXISTING SITE QUALITIES

Oxford Street Mall is an urban space with high foot traffic. The site has a number of through links including the Royal Arcade and the transport interchange. It is a reasonably open wide space with sunshade canopies at either end lined by two storey buildings on both sides. It features seating and trees and is fully paved. It has a tendency to be windy.

CONTEXT OF THE SITE

Oxford Street Mall functions as an outdoor mall area for the local community. It hosts markets for local produce, fashion and creatives. Oxford Street Mall currently features public artworks as part of the built environment running through the centre of the mall. The structural sculpture called 'Murul: Sand Dust & Dry Earth', by Thylacine urban design company recalls the relationship between a local indigenous woman and a white settler. The relationship was the first recorded account of exchange and language development between the settlers and the first people of the area. The work also acknowledges the history of Bondi Junction terminal and a transport thoroughfare, and the famous tram that once linked the beach and the City.

SITE QUALITIES TO KEEP AND REINFORCE

Respect must be paid to the existing public artworks of the space.

OPPORTUNITIES FOR PUBLIC ART

Proposals are encouraged to utilize digital, kinetic, architectural, installation or other innovative suspended work or archway to create a sense of having arrived 'in Bondi'. It is expected that this artwork will create a 'Bondi' dialogue for local and international visitors. Proposals should be for works that appear to be floating overhead,

Site 4: Clemenston Park

(3 - 4 images of site inserted)

Objective: Artist to respond to existing or historical sense of place

EXISTING SITE QUALITIES

Clemenston Park is the only large green open space in Bondi Junction. It features a popular children's playground and is flanked by early education centres and a community garden. It is a green grassy oasis with a sunny aspect.

HISTORY OF SITE

In the 19th Century -1930's Clemenston Park was known to locals as Foley's paddock. It was a swampy wet paddock with a stream used by locals to wash their clothes. In the 1920's - 1950's plans were developed to build a school on the site, but they never came to fruition. In 1946 it was renamed Ebley Reserve, and then in 1956 became known as Clemenston Park after William Alfred Clemenston a former Member for the NSW State Legislative Assembly. The swampland was drained between 1996-1998 and Clemenston Park became the site of a community garden and Waverley childcare facilities. Clemenston Park is heavily visited by the local community as well as the working community of Bondi Junction. Clemenston Park is one of the few green retreats for apartment dwellers in Bondi Junction.

SITE QUALITIES TO KEEP AND REINFORCE

Tree lining, seating, sense of open parkland space, play, and oasis.

OPPORTUNITIES FOR PUBLIC ART

Proposal should respond to the history of the site or its current usage. Sculptural, environmental and interactive works with an educational focus, sense of history and/or sense of play are encouraged.

Site 5: Waverley Park (Cnr Bondi Road & Park Parade)

(3 - 4 images of site inserted)

Objective: Artist to respond to existing or historical sense of place

EXISTING SITE QUALITIES

The specific location selected as a site for a public art work is the grassy mound areas either side of the entrance pathway to Waverley Park, located on the corner of Bondi Road and Park parade. It is a high visibility area. The location features native trees, and shrubs.

HISTORY OF SITE

Waverley Park came under the jurisdiction of Waverley Council in 1880. The parklands were used for flower shows, cattle grazing, Chinese garden markets as well as serving the community as a sporting ground (primarily for cricket). In 1890 Waverley Park was approved to be a dedicated cricket oval. During WW2 Waverley Park Pavilion was used to conduct medical exams on men called for duty. After WW2 part of the Pavilion served as an ex servicemen's club. A sculpture of a cannon was once featured on the exact spot on the corner of Bondi Road and Park Parade. As a memorial to ex servicemen

SITE QUALITIES TO KEEP AND REINFORCE

Native trees and garden area are to remain and the footpath is not to be obstructed.

OPPORTUNITIES FOR PUBLIC ART

Environmental, sculpture, installation, digital, kinetic, and urban design proposals reflecting the social or cultural history of Waverley Park are welcomed.

Site 6: Dickson Park

(3 - 4 images of site inserted)

Objective: Artist to create sense of place

EXISTING SITE QUALITIES

The site is a gathering place for the local community with a multitude of activities and functions including ball games, dog walking and children's play. The area is notably grassy and moist with vegetation. It has a sense of abandonment and is often a site for graffiti.

CONTEXT OF THE SITE

Dickson Park was dedicated as a public recreation space in 1887. Park improvements were carried out in 1923 to make it a suitable area for children. The park is divided in two spaces, Upper Dickson Park, and Lower Dickson park. Upper Dickson Park is a dedicated 'off leash' area for dogs and dog walkers. Lower Dickson Park is a playground and picnic area. Dickson Park is a short walk from Wellington Street Primary school and on the 'green trail' in the Bondi bike and walking paths.

SITE QUALITIES TO KEEP AND REINFORCE

Usability as a multi-functioning open space. Reinforce the two level landscape.

OPPORTUNITIES FOR PUBLIC ART

This is an opportunity for proposals that invigorate the site in exciting and unexpected ways. Sculptural, environmental, kinetic, mural based, digital works, urban design and community engagement based works are all encouraged.

Site 7: Norman Lee Place (adjoining the Boot Factory)

(3 - 4 images of site inserted)

Objective: Artist to respond to existing or historical sense of place

EXISTING SITE QUALITIES

The site currently features a heritage building on a cloistered courtyard flanked by trees. It is a quiet open space set back from the street with seating. The site can be viewed from many vantage points including Council office spaces, local businesses, residential apartments, and community centre spaces. The area is gated by a heritage fence along Spring Street.

HISTORY OF SITE

Norman Lee Place, or the Boot Factory site, sits in the area attributed to the place of the last windmill in Sydney. It is part of the extended area of Bondi Junction known as 'The Mill Hill'. The last windmill was demolished in 1881. Detailed information on windmills in the area is available in the local histories section of Waverley Library.

The Boot factory was built on the site in 1892. The 'Boot Factory' served as an industrial factory in Waverley. After World War II the 'Boot Factory' primarily produced fashion shoes for women, including the well known 'Sally Smart' shoe that was sold through David Jones.

The site is an important civic site for Waverley, with the Mill Hill Community & Seniors Centre located there.

SITE QUALITIES TO KEEP AND REINFORCE & OPPORTUNITIES FOR PUBLIC ART

The site is a contemplative quiet environment with a rich history of trade, industrialization, congregation and early agriculture in Australian. Proposals reflecting the rich history of the location will be welcomed. Open to all media.

Site 8: Cox & Hall Street

(3 - 4 images of site inserted)

Objective: Artist to create sense of place

EXISTING SITE QUALITIES & CONTEXT OF SITE

The intersection of Cox & Hall Street is at the top of Hall Street shopping strip back set from Bondi Beach. It is a dead end intersection with a grassy area, generic seating, and a signage cube with directions and information for events at Bondi Beach. Due to the location the spot is heavily used as an area of shade and a reprieve from the business of Hall Street. The site is a thoroughfare making Hall Street accessible through Cox Street. It is split by a driveway and entranceway for the adjacent apartment building

SITE QUALITIES TO KEEP AND REINFORCE

Driveway must remain clear, access to the apartment building must not be restricted or inhibited. Grass and tree must be stay at site.

OPPORTUNITIES FOR PUBLIC ART

This is an opportunity for proposals that invigorate the site in exciting and unexpected ways. Sculptural, environmental, kinetic, digital, urban design and community engagement based works are all encouraged.

Site 9: Bondi Park

(3 - 4 images of site inserted)

Objective: Artist to work with prescribed historical context

HISTORY OF SITE

One of Waverley Council's most fondly remembered public art installations was at Ben Buckler in North Bondi. In 1960 a local sculptor installed two mermaids on the rock now fondly known as 'Mermaid rock' on Ben Buckler in North Bondi. The mermaids were cast in the image of two local woman. The mermaids were a local attraction and have become an important part of local history for the community of Bondi. One of the mermaids was removed from the rock and discovered in the Engineering faculty of Sydney University. Her return to the rock was funded by a community call out for funding.

Both mermaids suffered badly from a storm in 1974, with one swept off the rock, and another losing her tail and an arm. The damaged mermaid was eventually removed and her remains are on display in Waverley Library.

QUALITIES OF SITE

Bondi Park is subject to high local, national and international tourism. An artwork featured within Bondi Park has the potential to become an internationally renowned icon. The Bondi Park, Beach and Pavilion Plan of Management would help guide potential opportunities for public art.

Please note: the location is subject to extreme and ever changing weather conditions, including rain and storm conditions, and precipitation as well as a high level of public engagement. Proposals must exhibit a clear understanding of the impact of these conditions and outline measure undertaken to ensure artwork can withstand them.

OPPORTUNITIES FOR PUBLIC ART

Sculpture

SOURCES FOR CONTRIBUTION

Crowd funding, Bondi Park, Beach and Pavilion Plan of Management capital works program

Site 10: Seven Ways, North Bondi

(3-4 images of site inserted)

Objective: Artist to respond to existing qualities of place

EXISTING SITE QUALITIES & CONTEXT OF THE SITE

Seven ways is located in North Bondi. It is an intersection located two blocks back from Bondi Beach next to a strip of shops with cafes and organic food. It is a grassy tree lined thoroughfare with a relaxed atmosphere and heavy passing foot and car traffic.

SITE QUALITIES TO KEEP AND REINFORCE

The area features planted shrubbery and trees that give it a shady natural feeling. The site has an open feel which makes the whole intersection visible to cars. The cafe culture is a strong draw card for visitors.

OPPORTUNITIES FOR PUBLIC ART:

An environmentally themed work, installation, water based sculpture or kinetic work would suit the site.

Site 11: Hunter Park

(3 - 4 images of site inserted)

Objective: Artist to work with existing sense of place

EXISTING SITE QUALITIES & HISTORY OF SITE

Hunter Park is named after Cr. David Hunter, former Mayor of Waverley. In 1998 it was born as Waverley's Sculpture Park when the Council was gifted a sculptural work called 'Stickman' by the family of local artist Paul Milman. Hunter Park currently features four sculptural works including Sasha Reid's 'Life of the beach' acknowledging a centenary of the Surf Lifesaving Association.

SITE QUALITIES TO KEEP AND REINFORCE

Hunter Park is to be grown as a sculptural park for the local community and visitors alike. It is a landmark in Waverley Council's commitment to cultural activation in Waverley.

OPPORTUNITIES FOR PUBLIC ART

Sculpture, installation, interactive, environmental, or auditory works will be considered.

SOURCES FOR CONTRIBUTION

Waverley Council is open to proposals for cultural gifting of suitable artworks to Hunter Sculpture Park. Please note: gifting of works must be made in consideration to Waverley Council's accessioning policy (currently under development). Hunter Park is managed under a long term plan developed by Waverley Council.

7. Systems for the Procurement of Public Art

As of December 2014, the forward capital works program for Waverley Council includes \$100,000 every second year for the commissioning of public art. For the next five years it is proposed that commissions take place as follows;

2014-15: Waverley Mall

2016-17: Gould & Roscoe St

2018-19: Oxford Street Mall

Commissioning processes would be in line with this master plan and with the Public Art Policy.

Funding Sources and Cost Allocation

Waverley Council encourages artists to pitch works with a design and implementation budget of \$80,000 with the remaining \$20,000 to be contractor/consultancy fees.

The Role of Waverley Public Art Committee & Waverley Council

An official Expressions of Interest process will be called for the site listed in the relevant budget year.

Waverley Public Art Committee will review all applications and make recommendations for the finalists based on the objectives for Public Art in Waverley. Significant community consultation will take place on the selected finalists, the results of which will inform the final selection.

Waverley Council will make the final decision on all permanent public art works commissioned in the Waverley LGA.

Report No. OC/5.5/15.03(2)

Subject: Alcohol-Free Zone – Bondi Beach
Trim File No.: A08/1100
Author: Scott Field, Executive Manager Safe Waverley
Director: Cathy Henderson, Director Waverley Life



Recommendation:

That Council:

1. Receives and notes this report.
2. Endorses the re-establishment of an alcohol-free zone (AFZ) within the Bondi Beach area as indicated on the attached map (Attachment 1) but excluding areas that are defined as 'Exempt Premises' in accordance with the Liquor Act 1982.
3. Authorises the Director, Waverley Life, to complete the necessary re-establishment statutory notification in accordance with the Local Government Act 1993.

1. Executive Summary

- The existing Alcohol-Free Zone (AFZ) at Bondi Beach had been in place for three years and was due to expire on 22 January 2015.
- Council resolved in December 2014 to continue the current Alcohol-Free Zone but also allowed for the statutory consultation period to consider any proposed changes.
- This report therefore seeks Council endorsement to re-establish the Bondi Beach AFZ for a further four years including an extension to the area by one street to provide a buffer zone around the Beach Road Hotel.
- Investigation of possible extension into the Golf Course revealed Alcohol-Free Zones only apply to public thoroughfares and do not apply to this area.

2. Introduction/Background

Under processes set out in the Local Government Act, Councils may establish Alcohol-Free Zones (AFZs) for roads and public car parks.

The existing AFZ at Bondi is bounded by Bondi Road, Edwards Street, Denham Street, Ormond Street, Knoll Avenue, Chambers Avenue, Hall Street, Glenayr Avenue, Curlewis Street, Wellington Street, Blair Street, Warners Avenue, Gould Street, Ramsgate Avenue, Wairoa Ave and parts of Hastings Parade, Military Rd and the foreshore (see Attachment 1). The statutory period for an AFZ is four years. If there is a desire to extend the period of its operation, it is then subject to a re-establishment process.

An AFZ prohibits the consumption of alcohol at any time on both roadways and paths located within the zone. It is subject to controls under the Liquor Act 1982 and Local Government Act 1993 and is enforced by Police and Council Rangers. Certain areas within the zone, however, are excluded from these controls. Known as 'Exempt Premises' these are premises or part of premises, including

outdoor areas, where the sale of liquor is authorised by a licence issued in accordance with the Liquor Act 1982.

The Ministerial Guidelines on Alcohol-Free Zones advises that it is not appropriate to establish an AFZ on a whole Council Area and/or suburb but rather in areas where drinkers congregate on public land.

2.1 Relevant Council Resolutions

Council or Committee Meeting	Resolution Number	Resolution
Operations Committee 2 December 2014	OC/5.4/14.12	<p>That Council:</p> <ol style="list-style-type: none"> 1. Receives and notes this report. 2. Endorses the extension of an alcohol-free zone for four years within the Bondi Beach area as indicated on the attached map (Attachment 1) but excluding areas that are defined as 'Exempt Premises' in accordance with the Liquor Act 1982. 3. Authorises the Mayor and General Manager to finalise the extension of the alcohol-free zone once the statutory consultation obligations have been completed. 4. Authorises the Executive Manager, Safe Waverley to complete the necessary Extension of statutory notification in accordance with the Local Government Act 1993. 5. Subsequently investigates future Alcohol-Free zones including the golf course and a wider neighbourhood around the Beach Road Hotel.
Council 15 November 2011	1111.12.3	<p>That Council</p> <ol style="list-style-type: none"> 1. Receives and notes this report. 2. Endorses the re-establishment of an alcohol-free zone within the Bondi Beach area, with extended boundary modifications as indicated on the attached map, but excluding areas that are defined as 'Exempt Premises' in accordance with the Liquor Act 2007. 3. Authorises the Bondi and Beaches Division to complete arrangements for the necessary signs to be produced and erected in the key locations in accordance with the Local Government Act 1993.
CHESPW Committee 2 December 2008	C-0812.5	<p>That Council:</p> <ol style="list-style-type: none"> 1. Receives and notes this report.

Council or Committee Meeting	Resolution Number	Resolution
		<p>2. Endorses the re-establishment of an alcohol-free zone within the Bondi Beach area for a further three years commencing 22 January 2009 as indicated on the attached map (Attachment 1) but excluding areas that are defined as 'Exempt Premises' in accordance with the Liquor Act 2007.</p> <p>3. Authorise the Divisional Manager, Bondi and Beaches to complete the necessary post re-establishment statutory notification in accordance with the Local Government Act 1993.</p>

3. Discussion

The existing AFZ has been beneficial by facilitating Police enforcement of alcohol related problems on public land within the zone. Its re-establishment meets with Community Safety Plan Objectives and is supported by both Police and Council's Community Safety Advisory Committee. After feedback there is a slight extension of the zone along Curlewis Street instead of Beach Road between Glenayr Avenue to Wellington Street to provide a buffer zone around the Beach Road Hotel.

There were six responses received during the consultation all of which were supportive of the AFZ.

4. Relationship to Waverley Together 3 & Delivery Program 2013-17

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

Direction: C5 – People feel safe in all parts of Waverley

Strategy: Maintain safety in public areas

Deliverable: Implementation of Community Safety Plan

5. Financial impact statement/Timeframe/Consultation

Financial

The financial impact will be minimal. An audit of the current signs with Police has revealed there is only a need to modify the dates on the signs and add some that were no longer present. There is adequate budget allocated.

Timeframe

The renewal would be implemented immediately.

Consultation

There are statutory requirements and procedures that need to be adhered to when renewing on AFZ. The public consultation and communication process included:

- Publication of a notice about the proposal to renew the AFZ in the local newspaper, allowing inspection of the proposal and inviting representations or objections within 30 days (from date of publication).
- Formal notification of the Police Commander for the area, along with those liquor licencees whose premises are within or adjoin the zone, inviting representation or objections within 30 days
- Formal notification to Council's Safety Committee and to the Bondi Beach Precinct Committee.

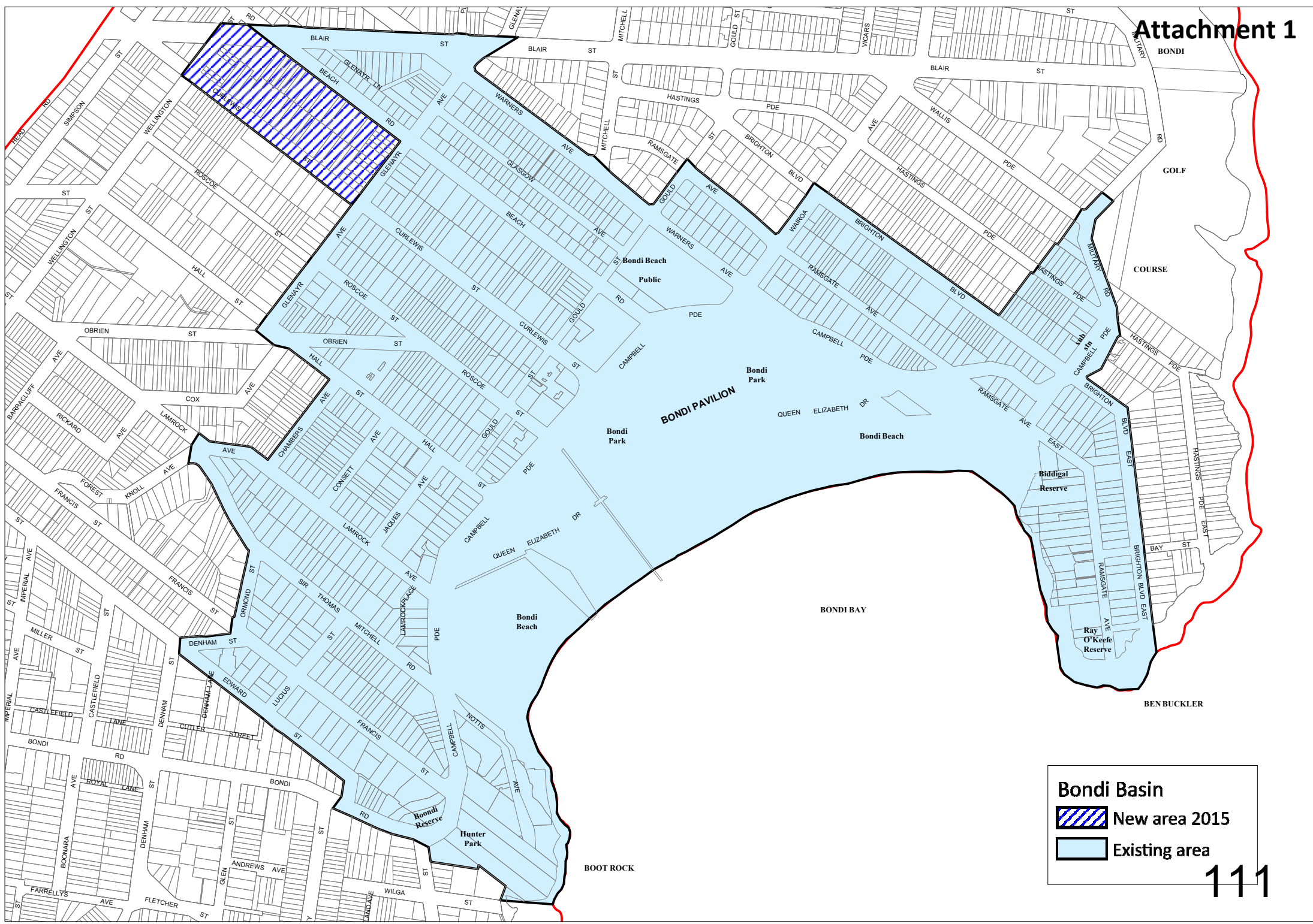
These have occurred and the statutory period for feedback has completed.

6. Conclusion



After the statutory feedback period and consultation with the NSW Police and residents the Alcohol-Free Zone outlined in the attachment is recommended.

7. Attachment/s:

1. Recommended alcohol-free zone.



Bondi Basin

-  New area 2015
-  Existing area

Report No. OC/5.6/15.03(2)

Subject: Graffiti Management Status Report

Trim File No.: AO5/1643 and AO6/0541

Author: Margaret Diebert, Co-ordinator Resource Recovery and Public Place
Cleansing

Director: Mark Wood, Waverley Renewal



Recommendation:

That Council receives and notes the report from the Director, Waverley Renewal, on the status of Council's Graffiti Management Policy.

1. Executive Summary

From 1 January 2014 to 31 December 2014 Council removed 3,088 pieces of graffiti. It is pleasing to report that 2,764 of these were proactively reported by Council Staff whilst only 324 were reported by Council customers. There were also 34,840 posters removed from the Local Government Area.

Waverley Council's Graffiti Management Policy seeks to minimise incidents of graffiti on both public and private property by prompt removal particularly in highly pedestrianised areas whilst providing legitimate avenues for the expression and dissemination of community information and art. The Graffiti Management Policy was adopted by Council in May 2009. In 2014 it was noted that Waverley's Graffiti and Bill Poster Protocol response was within 7–10 days for routine areas so the standard response was reduced from 20 days to a 5–10 day response standard.

The report identifies the introduction of graffiti removal kits which will be provided at no cost to residents. The kits make it easy for residents and business owners to remove tags or smaller pieces of graffiti from their own property; reduce the reliance on Council employees; and have been successful at other Sydney Councils.

This report looks at the statistical outcomes of reporting and removal and includes input from Safe Waverley with respect to graffiti prevention and management.

2. Introduction/Background

Waverley Council's Graffiti Management Policy seeks to minimise incidents of graffiti on both public and private property by prompt removal particularly in highly pedestrianised areas whilst providing legitimate avenues for the expression and dissemination of community information and art. The Graffiti Management Policy was adopted by Council in May 2009. In 2014 it was noted that Waverley's Graffiti and Bill Poster Protocol response was within 7–10 days for routine areas. Based on the decrease in response time, Council approved an amendment to the Graffiti Management and Bill Poster Removal Policy and amended the 20-day response standard to 5–10 day response standard.

2.1 Relevant Council Resolutions

There are no previous relevant Council resolutions on this matter.

3. Discussion

A review of the graffiti prevention measures from Melbourne City Council, Randwick City Council, Woollahra Council and City of Sydney indicates Councils share the same prevention strategies and very similar clean up and removal procedures. Noting that rapid removal of graffiti tags is the most effective means of preventing reoccurrence, Waverley Council continues to use quick removal as the lynchpin of its efforts to prevent further graffiti. This rapid response approach is based upon research that indicates the quicker graffiti is removed, the less likely people will re-graffiti in the same area because, for many people, it is dispiriting to see a tag removed so quickly after it was placed. The presence of graffiti encourages others to place tags in the same area therefore removing quickly also deters other graffiti offenders.

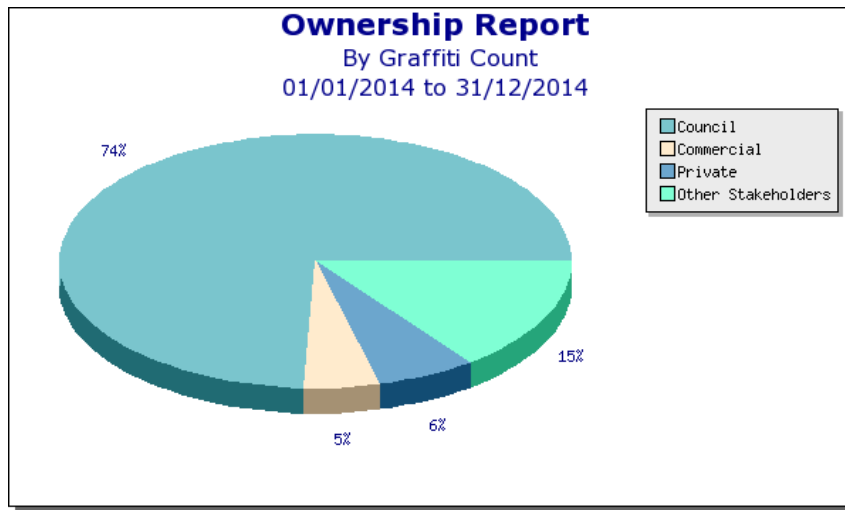
A review of the Graffiti Control Act (2008) conducted by the Department of the Attorney General introduced the Graffiti Control Amendment Bill 2013. The purpose of the bill was to make amendments to the Graffiti Control Act 2008, by implementing a number of recommendations made by the statutory review of the Act so as to improve its operation.

- Schedule 1 contains a new section 4, which creates a new two-tiered offence of marking premises or property.
- Section 4 allows Councils to gather evidence on graffiti offences regardless of how the marking is made or whether it can be seen by the general public. This amendment means that the offence covers new graffiti techniques such as acid etching.
- Section 6 removes the requirement that the marking be made within public view. The statutory review recommended that this element be removed because the real criminality of marking offences is the lack of the owner or occupier's consent and not the public nature of the mark.

All graffiti that is removed by Council is recorded in an online register linked to Council website (http://www.ausgr.com.au/private_rep.php?GRP=WAVE.In).

In summary:

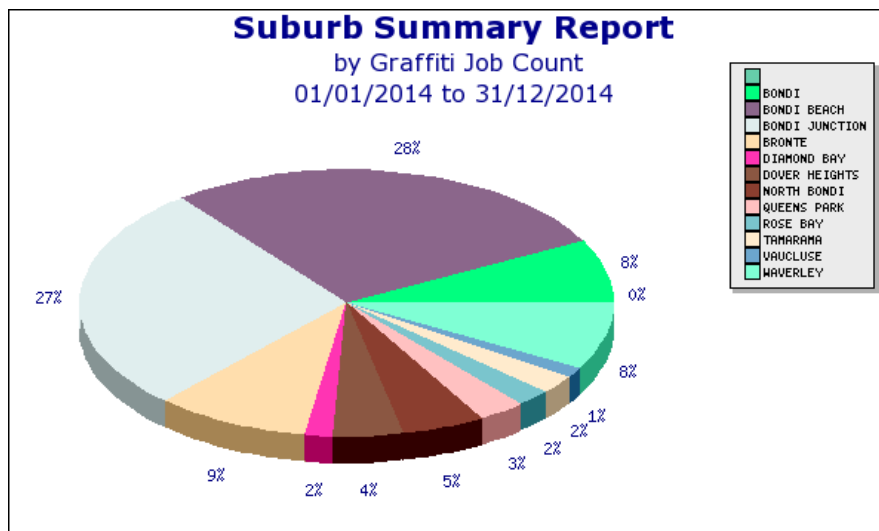
- 3,088 pieces of graffiti was removed by Council in 2014.
- 324 were reported by the public using Councils customer request management system.
- 2,764 were proactively reported by Council staff and were removed by the graffiti team.
- The incidence of graffiti reported by the public dropped from 747 in 2012, 431 in 2013 to 324 in 2014. This action can be attributed to the service delivery improvements of the graffiti team and from staff proactively reporting graffiti as they undertake their daily duties.



Ownership	Graffiti Count
Council	2293
Commercial	147
Private	195
Other Stakeholders	453
Total	3088

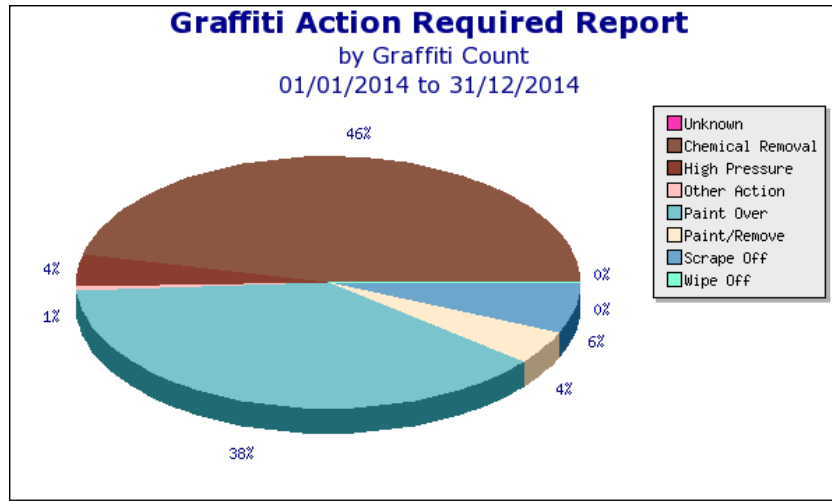
Removal summary

The following tables indicate the frequency by suburb, medium and removal type.

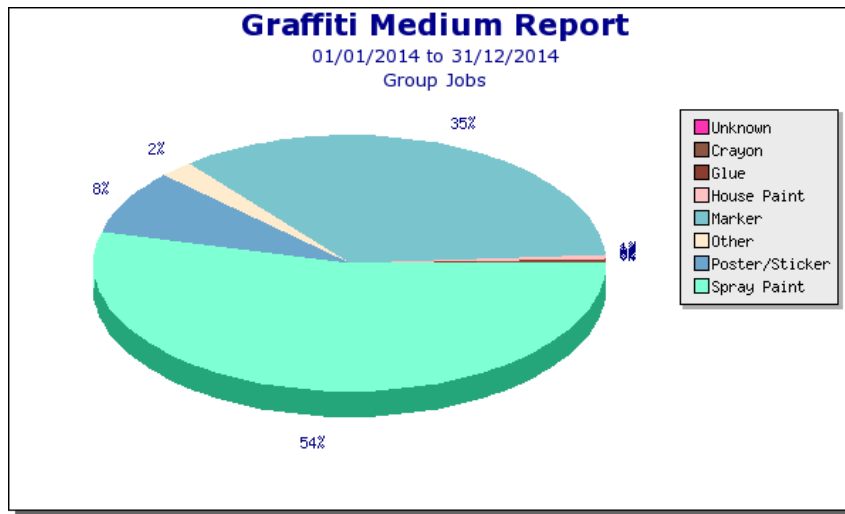


Suburb	Count	Actual Sq	Suburb	Count	Actual Sq
Bondi	232	922.20	Bondi Beach	867	2601.10
Bondi Junction	863	3503.60	Bronte	285	767.5
Diamond Bay	53	87	Dover Heights	125	469.2

North Bondi	155	378.2	Queens Park	86	292
Rose Bay	66	249	Tamarama	71	113
Vaucluse	36	114	Waverley	249	722
Total Count	3088		Actual Sq	10,218.80	



Graffiti Type	Graffiti Count
Chemical Removal	1430
High Pressure	127
Other Action	18
Paint Over	1179
Paint/Remove	131
Scrape Off	197
Wipe Off	6
Total	3088



Graffiti Medium

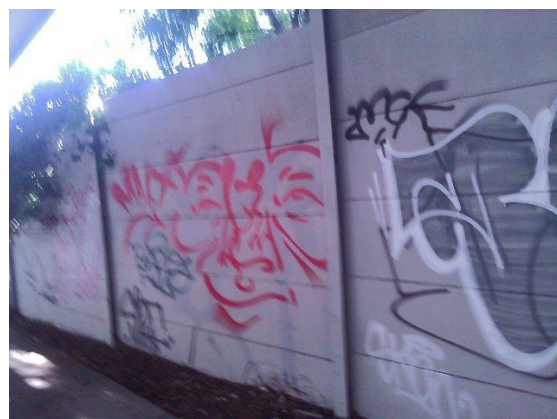
Crayon	11	House Paint	86
Spray Paint	1666	Poster/Sticker	256
Marker	1,069		

NSW Government Graffiti Hotline

In March 2012, the NSW Government launched a single state-wide hotline for reporting graffiti to combat graffiti vandalism in NSW. For the period from 1 January 2014 to 31 December 2014 there were 17 incidents of graffiti reported and actioned via this hotline.

Graffiti Removal Day 2014

In 2012 The New South Wales Government established a State wide graffiti removal and prevention day known as 'Graffiti Removal Day' committed to reducing graffiti vandalism by encouraging local communities to get involved in the removal and prevention of graffiti. Graffiti removal day was held on Sunday 26 October 2014. Council employees worked with eight volunteers to remove graffiti from the pylons, walls and fixtures in the Grafton Street car park, Bondi Junction.



Partnerships

In 2012 Waverley council entered into a partnership with Sydney Juvenile Justice Community Services.

The Community Service Order (CSO) program targets young offenders who have been ordered by the courts to do a period of community service of up to 250 hours. Small teams of juvenile offenders are intensively supervised by Juvenile Justice ‘sessional supervisors’ and work at identified graffiti hotspots. The Juvenile Justice crew attends graffiti sites in Waverley every Friday for 1–2 hours and every second Saturday for 2–3 hours. This excludes public Holidays, Christmas break and days where there are other planned activities or there are no young people in attendance.

The Juvenile Justice crew has successfully had seven young people complete their community service hours through participation in the Waverley graffiti removal program in 2014.

Waverley Council provides all materials, and, once a site has been painted over, crews generally focus on regular site checks and maintenance of sites by painting over any new graffiti tags.

The Juvenile Justice crew regularly monitors and touches up the:

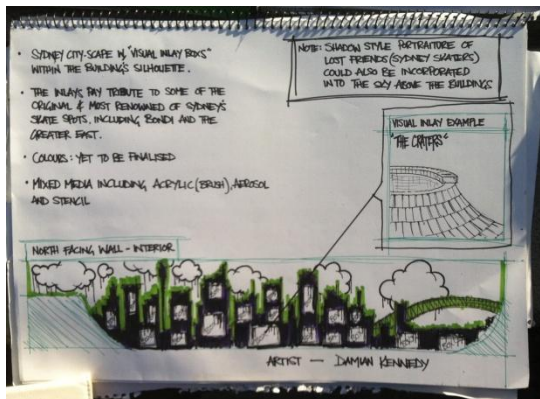
- Laneway between Clyde Street and Murriverrie Road, North Bondi.
- Fences around the community centre / garden in Bondi Junction.
- Laneway off Gilgandra Road, North Bondi.
- Lane way between The Avenue, Chaleyer Street and Onslow Street.

Civic Pride Strategies

Compiled by: Leisa Simmons

Strategy	Report
<p>Funding Submissions</p>	<p>No opportunities to make submissions for funding to support Council's Graffiti prevention work arose during the year.</p>
<p>Civic Pride Strategies</p> 	<p>2014 Overview</p> <p>Skate Park</p> <p>In 2009, a street artist selected by the Bondi skate community was commissioned by Council to paint the exterior walls of the skate park. A group of volunteers was recruited to undertake regular paint outs of graffiti at the Skate Park, and educate young skaters about the damage graffiti does to the skate surface. The combination of these strategies has ensured that local skaters have a strong sense of pride in the Park and contribute to its care, making it a safe, welcoming, and enjoyable place for young people to be.</p>

Concept Design



A site audit conducted in February 2013 indicated that the murals on the Park's exterior walls were tired and worn. The skate volunteer group had reported difficulty in keeping the murals clear of tags. The group requested that the murals be repainted.

Over the course of 2014, Council's Community Worker Youth worked in consultation with a group of artists identified by the skate community to develop a proposal for renewing the murals. A concept proposal involving a collaboration between five local artists, who are also members of the Bondi Skate community, was endorsed by Council's Public Art Committee in February 2015. Caring Waverley is currently pursuing funds to implement the project.

Dixon Park

Options are currently being explored to address a persistent tagging problem on the retaining wall in Dixon Park.



Palmerston Avenue Streetscape

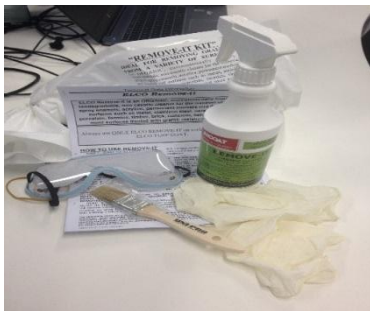
Following consultation with local residents and the Bronte Precinct, Council began a staged strategy to address persistent tagging on the school retaining wall in Palmerston Avenue, Bronte. A garden was established along the wall with a community planting day held in June 2014, and a group of local residents agreed to care for the garden. The group has since held regular working bees and the garden is well established, and 'looking good'.

An EOI process seeking proposals from local artists for a mural for the wall closed on 6 March 2015. Three proposals were selected by the Public Art Committee to take to public consultation, and a site consultation is scheduled for 29 March 2015.

Graffiti removal kits

The longer graffiti is exposed to the public eye, the more gratification an offender will receive for their offences. Research recommends that graffiti be removed as soon as possible as this has shown a property is less likely to be targeted again, the graffiti is easier to remove and a quick response sends a positive message to the community.

A number of Councils in NSW, Queensland and Victoria are now offering a free graffiti removal kit to interested residents. These free kits make it easy for residents and business owners to remove tags or smaller pieces of graffiti from their own property and reduces the reliance on Council employees or contractors thus minimising the financial impact of graffiti removal. The kits include an environmentally-friendly cleaning solvent, a scrubbing brush, goggles, gloves and a material safety data sheet and would cost Council \$24.50 per kit from the manufacturer. Blacktown, Campbelltown, Sutherland and Newcastle are some of the Councils offering this kit for free, Ashfield offer this kit to interested persons for sale \$24.50. A return on investment in the cost of each kit would be achieved by a reduction in chemical costs, reduced use of vehicle and equipment and a decrease in the reliance on Council employees.



Bill posters removal

Included in the Graffiti Management Policy is the Graffiti and Bill Poster Removal Protocol, which states:

'Bill Poster Removal

- *Council will remove bill posters located within High Profile Areas within 48 hours.*
- *Council will remove bill posters located within Routine Areas within five working days.*
- *Statistical information is to be recorded and forwarded on to Compliance for further follow up.'*

This protocol supports the Graffiti Control Act 2008 and the Graffiti Control Amendment Bill 2014 (NSW), which state:

'Posting Bills

A person must not intentionally affix a placard or paper on any premises so that the placard or paper is within view from a public place, unless the person has first obtained the consent of the following:

- (a) if the premises are occupied—the occupier or person in charge of the premises,*
- (b) if the premises are unoccupied—the owner or person in charge of the premises.'*

In 2014, the Public Place Cleansing team removed 34,840 posters throughout the LGA. This on average equates to 670 posters removed per week. The removal has involved recording the advertiser and/or venue and the amount of posters.

There are four 'Poster Pillars' located in the Local Government Area, offering a free and legal way to promote events. The pillars operate on a 'first come, first served' basis and all posters are removed weekly.

4. Relationship to Waverley Together 3 & Delivery Program 2013-17

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

Directions: L3 – Waverley's public places and spaces look and feel good.

Strategy: L3a – Ensure that public places are clean and well maintained.

Deliverable: L3a – Graffiti and posters are removed in accordance with Council's Graffiti Management and Poster Removal Policy.

L3a – Graffiti prevention/ management program implemented with reference to the Community Safety Plan.

5. Financial impact statement/Timeframe/Consultation

The Graffiti Management Plan is funded within the existing budget allocations of the 2014/2015 budget. External contractors are used for specialised removal such as work that requires abseiling; work 'at heights'; or for 'overflow' situations where Council resources are fully engaged.

Waverley Council provides quotations for removal work required on private properties, price based on the current pricing structure of the contractor. Financial year 2013/2014 Council received \$376 revenue against an estimated budget of \$200 for payment of graffiti removal of private properties.

6. Conclusion

Council's continued focus on rapid removal of graffiti has seen a reduction in the number of graffiti incidences both reported to Council and required to be removed from within the Local Government Area. Council will continue to monitor incidents of graffiti and conduct surveillance of 'hot spots' to further reduce the impacts of graffiti throughout Waverley. Waverley Council could consider offering a free graffiti removal kit to residents or business operators. Based on usage from two Councils (Campbelltown and Blacktown), approximate cost to Council is \$3,000 per annum for kits.

7. Attachments

Nil.

**Notice of Motion
No. OC/6.1/15.03(2)**

Subject: Reinstatement of Questions with Notice on
Council Agendas

Trim File No.: A08/1053

Submitted by: Councillor Kanak



Council resolved at the Council Meeting on 17 March 2015 to defer this item to the 31 March 2015 meeting of the Operations Committee.

MOTION

That Council reinstates Questions with Notice onto the agenda of Waverley Council Meetings.

BACKGROUND

Community Members in recent Tree Removal processes have sought information about the involvement/influence of Local Member for Coogee, Bruce Notley-Smith MP in relation to Allens Parade Tree removals and potential removals. The facility for Questions with Notice would allow for these types of matters to be answered publicly and in a transparent and accountable manner. Questions to Elected Officials and Delegated Officers is a part of the democratic process of State and Federal Governments and should be reinstated onto Waverley Council Agendas to be part of the process of transparency of the separation of powers doctrine.

Closed Session

No. OC/7/15.03(2)



Subject: Closed Session
Author: Arthur Kyron, General Manager

WAVERLEY
COUNCIL

Recommendation That:

1. Council moves into closed session to deal with the matter listed below, which is classified as confidential under the provisions of Section 10A(2) of the Local Government Act 1993 for the reasons specified:

OC/6.1/15.03(2) CONFIDENTIAL REPORT – Response to Code of Conduct Complaint May 2014

This matter is considered to be confidential under Section 10A(2)(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with alleged contraventions of Code of Conduct requirements applicable under Section 440.

2. Pursuant to Section 10A(1), 10(2) and 10A(3) of the Local Government Act 1993, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of Section 10A(2) of the Local Government Act 1993.
3. The correspondence and reports relevant to the subject business be withheld from the media and public as provided by section 11(2) of the Local Government Act 1993.

Pursuant to section 10A(4) of the Act and clause 252 of the Local Government (General) Regulation, members of the public may make representations to the meeting immediately after the motion to close part of the meeting is moved and seconded, as to whether that part of the meeting should be closed.

In accordance with section 10A(2) of the Act, a Council may close part of its meeting to deal with business of the following kind:

- (a) personnel matters concerning particular individuals.
- (b) personal hardship of any resident or ratepayer.
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.
- (d) commercial information of a confidential nature that would, if disclosed:
 - i prejudice the commercial position of a person who supplied it: or
 - ii confer a commercial advantage on a competitor of Council;
 - iii reveal a trade secret.
- (e) information that would, if disclosed, prejudice the maintenance of law.
- (f) matters affecting the security of Council, Councillors, Council staff and Council property.
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the grounds of legal professional privilege.

- (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land.
- (i) alleged contraventions of any Code of Conduct requirements applicable under Section 440.

It is my opinion that the business listed in the recommendation is of a kind referred to in section 10A(2) of the Local Government Act 1993 and, under the provisions of the Act and the Local Government (General) Regulation 2005, should be dealt with in a part of the meeting that is closed to members of the public and the media.

8. Meeting Closure

