

# Draft Waverley Sustainable Visitation Strategy

2019-2024

## Summary Document



WAVERLEY  
COUNCIL

Welcome to our community

*Photo: Destination NSW*



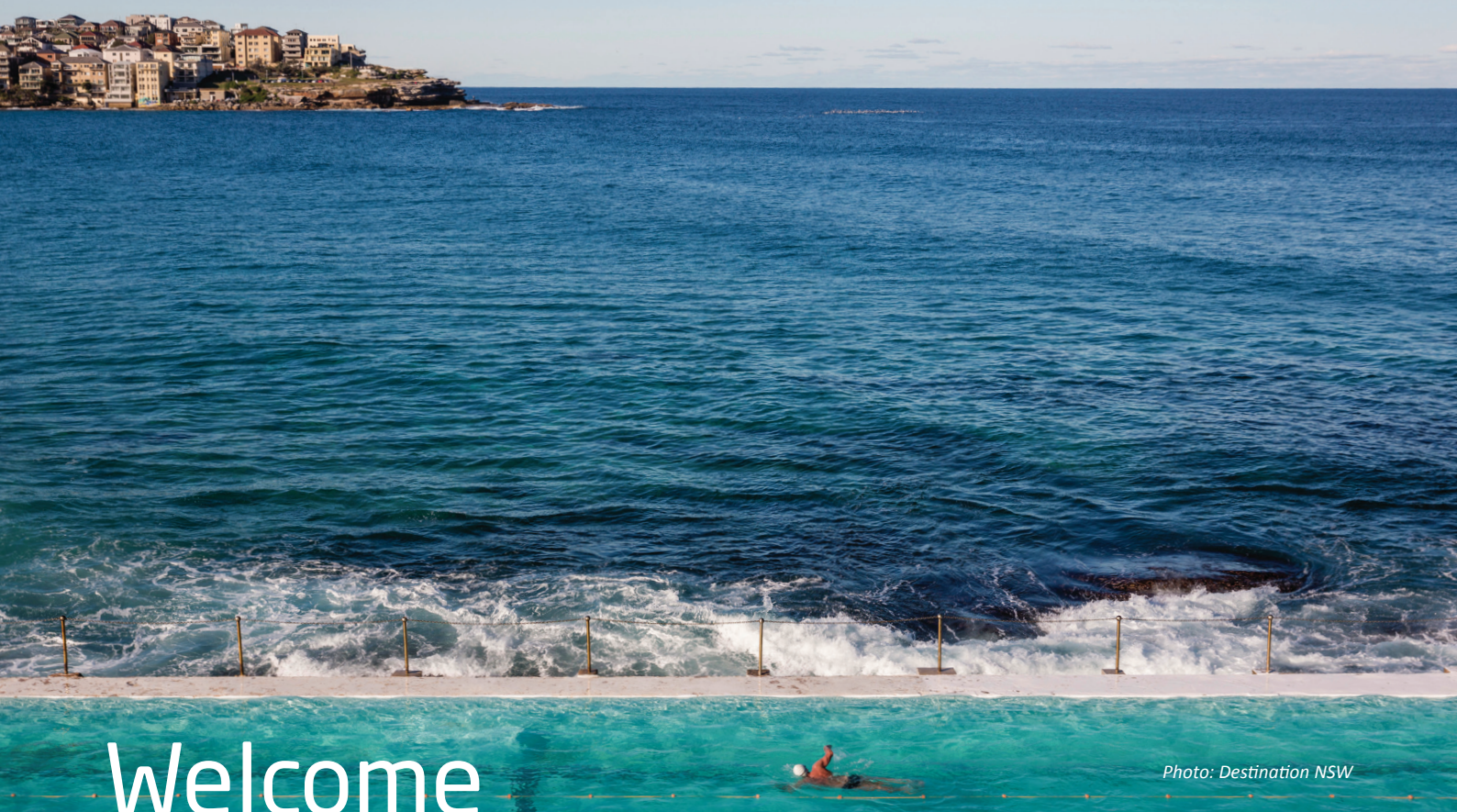




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Welcome to the **Draft Waverley Sustainable Visitation Strategy 2019-2024 Summary Document**. This strategy presents a range of recommended initiatives that aim to maximise benefits to environment, community, culture and business; and to minimise the negative impacts of overtourism on the Waverley community.

Above all, this plan offers a visitation framework for Waverley for the next 5 years, one that is built on collaboration and consensus from community, government and industry. The plan introduces the concept of sustainable tourism as a basis for decision-making within the LGA, one that is committed to making a low impact on the environment and local culture, while supporting future employment for local people. This plan is based on the findings from research carried out by the Stafford Consultancy Group on behalf of Waverley Council.

Tourism is an extremely important contributor to the local economy, Waverley is sufficiently close to Sydney's CBD; the airport; cruise terminals and other key drivers of visitation, making it a key destination point for visitors. This presents both challenges and opportunities to achieve a sustainable level of visitation so that Waverley can maintain and protect its environment, landscape and heritage. The outcome of this process is a framework for visitation management, which recommends a cross agency approach to decision-making across a range of project opportunities – welcome to Waverley.



# Strategy framework

## Community priorities

### what we want...

- Foster tourism through tourist information and eco-tourism initiatives
- Undertake steps to demonstrate sustainability goals
- Introduce more opportunities to engage with Council and to access information
- Educate visitors on litter and recycling
- A diverse night-time economy and improved service and food offerings
- Promote Bondi Junction as a business and tourism hub
- Educate visitors on community expectations regarding behaviour and etiquette
- Avoid overdevelopment and protect heritage buildings
- Support start-up businesses and foster a mixed local economy
- Improve public transport to facilitate locals and tourists
- Develop innovation hubs
- Support the viability of village shopping strips and local shopping centres
- Encourage opportunities to celebrate and participate in art and culture

## Community challenges

### current issues we face...

- Weary of overtourism
- Lack of a governance structure for visitation
- Lack of resources to manage the visitor economy
- Traffic and parking congestion
- Overcrowding and lack of open space
- Large scale short term holiday rentals
- Lack of clear community messaging to visitors
- Lack of visitor services – hotels, signage and guidance
- Lack of high yielding events and packaged product to leverage from visitation

## Strategy goals

### through this plan we hope to...

- Develop a **sustainable approach to visitation management** that protects and maintains Waverley's environment, culture and heritage
- **Integrate tourism effectively within the community** and mitigate the negative impacts on local amenity
- Grow Waverley's **share of higher yielding visitor markets** and
- **Support tourism product** which generates a sustainable commercial return

## Strategy priorities

### community outcomes needed...

- **Improved governance:** Council takes an active sustainable position on tourism; we achieve a better balance between visitors and the community; we reduce the negative impacts of tourism; we recoup funding for amenity improvements.
- **Improved marketing:** our community values are communicated and our culture is celebrated by visitors; our environment and traditions are respected; our visitors feel supported throughout their journey.
- **Improved infrastructure:** our visitors feel confident and supported to navigate on foot or bike; our streetscapes are improved visually for the benefit of everyone.
- **Improved product:** we are connected to visitors through arts and culture; our community's talents are celebrated and shared; we are synonymous with innovation and our local economy thrives.

## Project action plan

### how we get there...

- 40 proposed initiatives to be considered by a new tourism working group, comprising of community, council and industry.
- We are focused on evaluating initiatives under their beneficial contribution to our environment, culture, heritage, community and local economy; whilst reducing negative outcomes.



# Strategy vision

Waverley's Community Strategic Plan 2018 – 2029 was finalised on the 1 July 2018. Waverley's community vision for the future is noted as:

*Waverley: connecting the city and the sea. A welcoming and cohesive community that celebrates and enhances our spectacular coastline, vibrant places, and rich cultural heritage.*

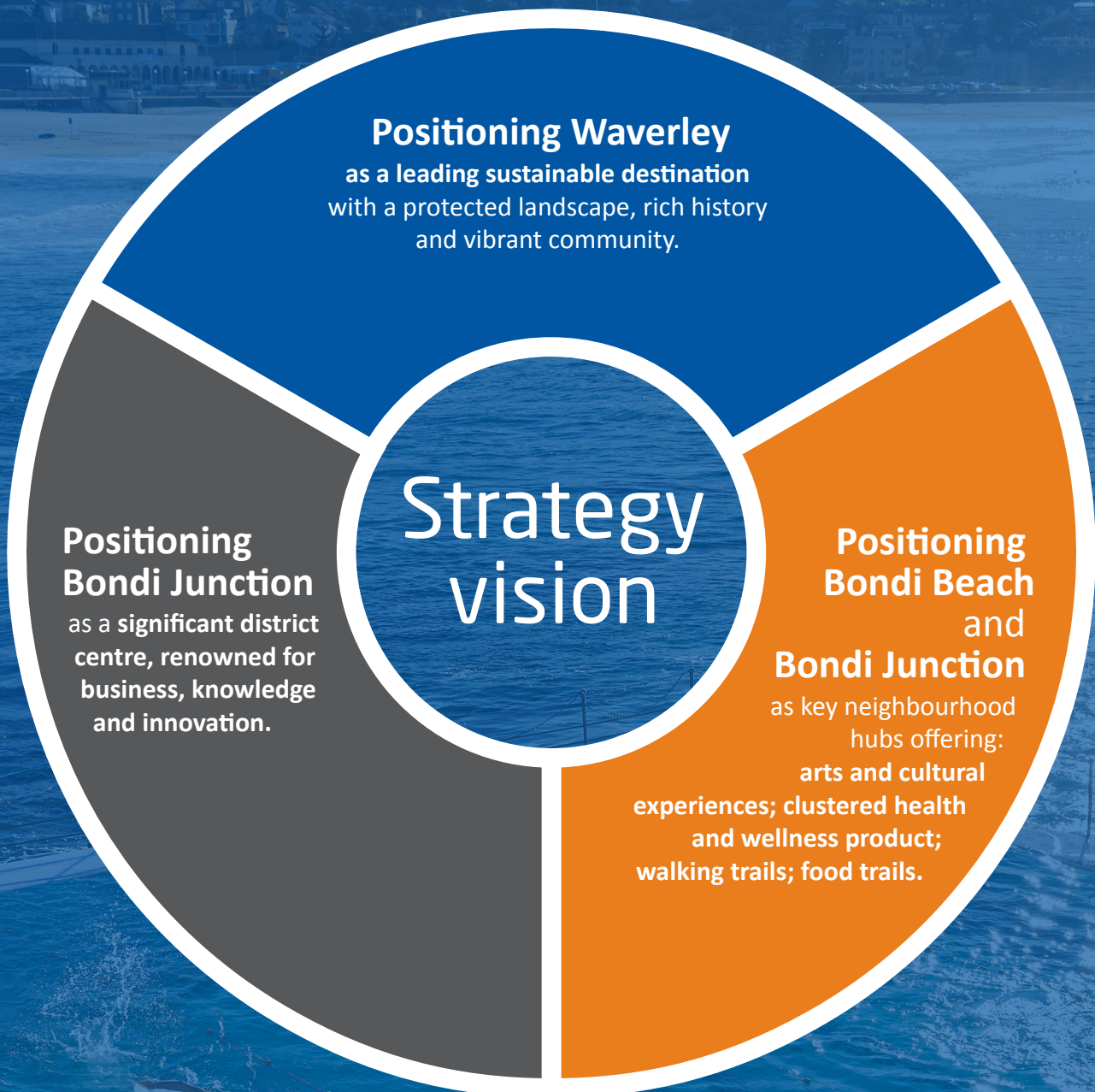
This vision will be realised through a variety of initiatives that are organised under specific community themes of importance. Community comments that are related to and supported by this Sustainable Visitation Strategy (SVS) are highlighted below.

## Aligning with our Community Strategic Plan

| Theme  | Community Priority  | Community comments linked to tourism  |
|--|---|---|
| <b>Arts &amp; Culture</b>                    | By 2029, Waverley will be a community enriched by opportunities to celebrate and participate in art and culture.                                  | <ul style="list-style-type: none"> <li>• Provide spaces for performing arts</li> <li>• Encourage arts and cultural activities, including cross-cultural activities</li> </ul>   |
| <b>Recreation &amp; Open Spaces</b>          | By 2029, Waverley will be a leader and innovator in open spaces and recreational facilities that support a healthy happy and connected community. | <ul style="list-style-type: none"> <li>• Improve maintenance of open space and facilities</li> <li>• Improve availability of venues for events</li> <li>• Increase green spaces</li> </ul>  |
| <b>Local Economy</b>                         | By 2029, Waverley will be a diverse and prosperous local economy.   | <ul style="list-style-type: none"> <li>• Foster tourism through tourist information, eco-tourism, a diverse night-time economy and improved service and food offerings</li> <li>• Promote Bondi Junction as a business and tourism hub</li> <li>• Retain public service jobs in the area</li> <li>• Support start-up businesses</li> <li>• Foster a mixed local economy</li> <li>• Support the viability of village shopping strips and local shopping centres</li> </ul> |
| <b>Planning Development &amp; Heritage</b>   | By 2029, Waverley will have diverse and liveable and sustainable places.  | <ul style="list-style-type: none"> <li>• Avoid further high rise development and overdevelopment in general</li> <li>• Develop a holistic vision with respect to sustainable growth and development</li> <li>• Protect our heritage buildings, particularly Waverley Cemetery and the Boot Factory</li> <li>• Address concerns about the impacts of Airbnb activities</li> </ul>  |
| <b>Transport, Pedestrians &amp; Parking</b>  | By 2029, Waverley will be a place where people can move around easily and safely, and our streetscapes are welcoming and inclusive.               | <ul style="list-style-type: none"> <li>• Develop or improve a network of safe, continuous walking and bike trails to encourage active transport, particularly for access to the beaches, parklands, shopping, employment and entertainment precincts</li> <li>• Improve public transport to facilitate locals and tourists</li> </ul>   |
| <b>Sustainable Waste</b>                     | By 2029, Waverley will be a resilient and environmentally sustainable community.  | <ul style="list-style-type: none"> <li>• Educate residents and visitors about recycling</li> <li>• Ban or discourage single-use plastics and coffee cups</li> </ul>   |
| <b>Sustainable Environment</b>               | By 2029, Waverley will be a resilient and environmentally sustainable community.  | <ul style="list-style-type: none"> <li>• Undertake initiatives to promote a clean green local area with a holistic approach encompassing the effects of climate change</li> <li>• Undertake steps to demonstrate sustainability goals</li> </ul>  |
| <b>Corporate Leadership &amp; Engagement</b> | By 2029, Waverley will be an engaged community, confident of the integrity of Council decision making.  | <ul style="list-style-type: none"> <li>• Introduce more opportunities to engage with Council and to access information</li> <li>• Plan for the implications of economic, social and environmental disrupters on Council and the community</li> <li>• Engage with neighbouring councils</li> </ul>   |
| <b>Innovation &amp; Knowledge</b>            | By 2029, Waverley will be a knowledge-driven, innovative and digitally connected community.   | <ul style="list-style-type: none"> <li>• Improve NBN and Wi-Fi access across the area</li> <li>• Develop innovation hubs</li> <li>• Use communication technologies progressively</li> </ul>   |



By analysing these community comments related to visitation; we can summarise our Strategy vision for Waverley as:



To maintain the integrity of the vision, it is important that opportunities taken up have Council, community and industry support and that implementing opportunities is effected collaboratively.



# Why tourism matters

## How tourism benefits our local community

### ECONOMIC IMPACT



#### TOURISM'S EFFECT ON EMPLOYMENT

**4,867** **1 in 6**

jobs brought to Waverley by tourism

Waverley jobs depend on tourism



#### TOURISM'S EFFECT ON REVENUE

**\$1,016m**

spent by tourists in Waverley last year



Tourism dollars are often reinjected back into the local economy.

Businesses pay salaries and source goods and services locally.

#### TOURISM ALLOWS FOR INFRASTRUCTURE IMPROVEMENTS AND FACILITY UPGRADES, BENEFITTING BOTH TOURISTS AND LOCALS.



Bondi Beach picnic shelters



Tamarama toilet blocks



Campbell Parade Design Review

**611**

#### LOCAL HERITAGE LISTINGS

including:  
Cottages  
Beaches  
Parks  
Conservation areas

**17**

#### STATE HERITAGE LISTINGS

including: Waverley Cemetery  
Indigenous rock carvings  
Ben Buckler  
Bronte House  
Bondi Pavilion

**1**

#### NATIONAL HERITAGE LISTING

Bondi Beach



#### LOCAL BUSINESSES

can create new services and products, that wouldn't be sustainable without the tourism segment.

### OVERNIGHT VISITORS

#### WHERE DO THEY COME FROM?

-  Australia
-  United Kingdom
-  United States
-  Germany
-  France
-  Canada
-  Brazil
-  Sweden
-  Japan
-  Italy

## 2.5m VISITOR NIGHTS

#### WHY DO THEY TRAVEL?

**52%**

**HOLIDAYS**

Average of 23 day stay

**7.5%**

**OTHER REASONS**

**28%**

**VISIT FAMILY & FRIENDS**

Average of 13 day stay

**7.5%**

**EDUCATION**

Average of 90 day stay

**5% BUSINESS**

Average of 15 day stay







Photo: Hamilton Lund

# Community challenges

## Governance

- Lack of tourism management body
- Lack of resources for tourism
- Negative impact on local amenity
- Lack of communication and education between stakeholders
- Need to investigate tourism-related revenue streams

## Infrastructure

- Airbnb > 3,000 Airbnb properties in Waverley, which provide limited economic benefits and employment
- Bondi Junction - Bondi Beach access > Traffic congestion in peak travel times and weekends / summer
- Vehicle parking > Lack of parking facilities in the LGA.
- High dwelling density and retail / commercial rents > Lack of open spaces for recreation and activities

## Marketing

- Bondi Beach > Lack of information for visitors
- Signage > Lack of signage at key locations to provide historical, geological and other information
- Marketing > Lack of sustainable tourism marketing reflecting Council's commitment to building a sustainable framework to manage initiatives and address community concerns on overtourism

## Product Development

- Lack of evening family-friendly experiences
- Seasonality > Businesses unable to sustain themselves over low seasons
- Lack of full service hotels
- Lack of high yielding events





# Sustainable tourism

Sustainability is a priority for Council, protecting and enhancing what is unique and historic to Waverley. Council aspires to lead by example to ensure environmental sustainability is systemic and embedded across Council's day-to-day business, services and operations. Council's Environmental Action Plan (EAP) will help deliver sustainable tourism whilst improving sustainable waste management and recycling, improving water quality and protecting and enhancing biodiversity. Sustainable tourism is a destination committed to making a low impact on the environment and local culture, while helping to generate future employment for local people\*. The positive of sustainable tourism is to ensure that development is a positive experience for local people; tourism industries; and tourists themselves.

Council's approach to visitation management and communications will need to be holistic, one that educates visitors, safeguards the community and promotes local business. The Global Sustainable Tourism Council (GSTC) is an independent and neutral non-profit organisation that many public sector bodies refer to when developing localised sustainability standards. The GSTC *Criteria for Destinations* was created in an effort to reach a universal understanding of how to develop and maintain sustainable destinations under four key standards. The initial standard is noted as, *demonstrate sustainable destination management*, which is a recommended basis to commence **working together** in reviewing all tourism initiatives going forward.



*Photo: Destination NSW*

# Working together

The GSTC recommends that a working group is formed who are responsible for a coordinated approach to sustainable tourism. This tourism working group should be of a suitable size to represent Waverley and be comprised of community, council, industry and other tourism bodies. The new Waverley Tourism Working Group (TWG) will have defined responsibilities, oversight and implementation capability for the management of environmental, economic, social, and cultural initiatives noted within this SVS.

It will:

- represent the community and align with the Community Strategic Plan 2018-2029;
- provide a forum to share and develop ideas to build synergies between operators and community;
- represent Council and coordinate efforts to maximise opportunities whilst aiming to reduce issues and concerns associated with overtourism in Waverley;
- undertake initiatives, in partnership with the Chamber of Commerce, to promote the local economy;
- lobby government for project support where necessary; and
- raise awareness of the value and benefits of tourism that will accrue to the community.





# Strategy priorities

To effectively address Waverley's current challenges; the following Strategy priorities have been identified under each of the four challenge areas. This is a high level view of identified opportunities and projected outcomes for the Waverley community. Key projects are listed in more detail through the action plan.

## Governance

Forming a tourism working group to manage future plans and assess key initiatives outlined in this plan. A key aspect of this priority is to safeguard Waverley's environment, landscape and community values.

### Opportunities to be explored...

- Council to take a stronger leadership role – alignment with Global Sustainable Tourism Council
- Create a tourism working group to manage tourism sustainably and collaboratively
- Tourism-related revenue streams – investigate ways for funding improvements to Waverley
- Monitor and report on tourism

### Key outcomes...

- Council actively commits and promotes a position on sustainable tourism
- Better balance between visitors and the community is achieved
- Negative impacts of tourism are reduced
- Funding is recouped for amenity improvements
- Community feel informed and included





Photo: Destination NSW

## Infrastructure

Everyone that walks through the LGA should get a zest for Waverley's lifestyle and wellbeing. Visitors should have easy access to explore the area and learn about local heritage and history. For this priority, the focus will be to improve the cohesiveness of streetscapes and invite visitors to walk or cycle streets with ease and develop a thirst to explore, and learn more about local culture.

### Opportunities to be explored...

- Create tourism hubs – concentrate visitors within key areas with visitor information and support
- Enhance streetscapes with consistent design
- Pedestrianise Campbell Parade one day at weekends
- Improve cycling links – People Movement and Places Strategy – put pedestrians first

### Key outcomes...

- Streetscapes are improved visually for the benefit of everyone
- Visitors are organised and educated on Waverley
- Visitors feel confident and supported to navigate on foot or bike





## Strategy priorities *continued*

### Marketing

The official brand for Waverley is, 'Hello Bondi'. There's an opportunity to make Hello Bondi bigger and better with lots more information on community values and local history. Council wants to improve communication with all stakeholders via a creative marketing strategy that aims to educate and guide visitors on, Waverley's way of life, the landscape and local arts, culture and diverse local economy.

#### Opportunities to be explored...

- Create a Marketing Strategy – for visitors, businesses and the community
- Package product – look at ways to promote and support local businesses
- Improve signage and communication – parking app and visitor information centre

#### Key outcomes...

- Visitors are educated about Waverley – local environment and culture are respected
- Visitors are guided through Waverley and supported throughout their journey
- New and prospective visitors are educated about local products and services





Photo: Destination NSW

## Product Development

Waverley has a rich talent pool; from arts, culture and drama, through to business entrepreneurs and innovators. This priority aims to celebrate and showcase local talent, history and ideas. It is about growing what is great about Waverley and building a more resilient economy that showcases local talents and achievements.

### Opportunities to be explored....

- Create history and heritage spaces – surf life saving museum
- Develop pop-up experiences – arts and events
- Facilitate talent space – performance, rehearsal and innovation spaces
- Food and dining trails – celebrate and promote local restaurants
- Additional regulated accommodation
- Visitor information centre

### Key outcomes...

- Visitors are educated on Waverley's history and landscape
- Local talents are celebrated and developed
- Residents are more connected to visitors
- Waverley is synonymous with innovation
- All weather experiences ease seasonality issues



# Action plan

## Action plan – Governance

| Action  | Priority | CSP Theme   | SVS Objective | KPIs   |
|---|----------|---|---------------|--|
| Council to take a stronger leadership role            | High     | Corporate Leadership & Engagement   | 1 & 2         | <ul style="list-style-type: none"> <li>Launch a multi-year visitation strategy that focuses on sustainability</li> <li>Political commitment to implement the strategy</li> <li>Form an official Tourism Working Group with the responsibility to coordinate the management of sustainable tourism</li> </ul>   |
| Monitor & reporting                                   | High     | Corporate Leadership & Engagement   | 1 & 2         | <ul style="list-style-type: none"> <li>Council to commence annual / quarterly report to support tourism awareness and contribution to local economy</li> <li>Develop Council website content to include statistics and insights</li> <li>Consider reinstating business newsletter each quarter</li> </ul>  |
| Tourism Working Group to be established               | High     | Corporate Leadership & Engagement<br>Sustainable Environment                      | 1             | <ul style="list-style-type: none"> <li>Council to work with the Chamber of Commerce to develop terms of reference for a Tourism Working Group by Jun 2019</li> <li>Invitations to participate will include representatives from relevant community precinct groups, local tourism businesses, Chamber of Commerce, relevant Council officers, state and national tourism advisors</li> <li>Council to advertise for nominees for a skilled base board across all elements of the tourism sector, by Sep 2019</li> <li>A tourism working group to be appointed by Feb 2020</li> </ul> |
| Mitigate negative impacts of tourism on local amenity | High     | Corporate Leadership & Engagement<br>Sustainable Environment<br>Sustainable Waste | 2             | <ul style="list-style-type: none"> <li>Council to actively monitor, report and respond to local issues</li> <li>Liaise with Strategic Planning team on additional Management Plan specifications under the DCP</li> <li>Work with Sustainability and Communications teams to further improve waste management campaigns for visitors</li> <li>Work with State Government with regard to further regulation of the STHL</li> </ul>  |
| Accessible Tourism                                    | High     | Corporate Leadership & Engagement   | 2             | <ul style="list-style-type: none"> <li>Policies supporting access to areas and facilities of natural and cultural importance for individuals with disabilities and others who have specific access requirements</li> <li>Consider the development of an inclusive tourism strategy for the Waverley area by Jun 2020</li> </ul>  |
| Tourism related revenue streams                       | Medium   | Corporate Leadership & Engagement<br>Sustainable Environment<br>Sustainable Waste | 1             | <ul style="list-style-type: none"> <li>Council to assess financial feasibility of commissioning an investigation into additional tourism-related revenue streams by Jun 2020</li> </ul>  |

## Action plan – Infrastructure

| Action  | Priority      | CSP Theme                                  | SVS Objective | KPIs  |
|---|---------------|--|---------------|---|
| Creating tourism hubs                               | Medium - high | Local Economy                              | 4             | <ul style="list-style-type: none"> <li>Consult with key stakeholders to gather support for the concept, by June 2020</li> <li>Prioritise areas and changes needed by Dec 2020</li> <li>Identify promotional and urban design options for strengthening the look and feel of defined tourism hubs, by Apr 2021</li> <li>Implement promotional and urban design improvements (lighting, street furniture, banners, landscaping etc.) by Jun 2022</li> </ul>                       |
| Pedestrianising Campbell Parade one day at weekends | Medium - high | Recreation & Open Spaces<br>Arts & Culture | 2             | <ul style="list-style-type: none"> <li>Council to facilitate discussion with stakeholder groups by Dec 2020</li> <li>Ascertain costs and benefits from creating the pedestrianised outcome by Jul 2021</li> <li>If positive, trial the outcome over a monthly period (using shoulder and peak season periods by Mar 2022)</li> <li>Review trial period results, and if positive, look to introduce on a gradual basis to enable monitoring of impacts, from Oct 2022</li> </ul> |



| Action  | Priority      | CSP Theme                        | SVS Objective | KPIs  |
|---|---------------|----------------------------------|---------------|---|
| Upgrading Bondi Road and Campbell Parade streetscapes | Medium - high | Recreation & Open Spaces         | 1             | <ul style="list-style-type: none"> <li>Identify key tourism related improvements required by Mar 2021</li> <li>Determine best ways to integrate these with other urban design enhancements being planned by Sep 2021</li> <li>Identify mechanisms to fund the tourism related improvements by Dec 2021</li> <li>Implement the improvements by Jun 2022</li> <li>Assess the impacts on local businesses and the visitor economy</li> </ul> |
| Innovation & Knowledge Hub                            | Medium        | Innovation & Knowledge           | 4             | <ul style="list-style-type: none"> <li>Creating supporting marketing and visitor resources to promote the Hub 2021 onwards</li> <li>Consult with key stakeholders to discuss aspects of the project with regards to tourism and conferencing space</li> </ul>   |
| Rose Bay Ferry Improve cycling links                  | Medium        | Transport, Pedestrians & Parking | 2             | <ul style="list-style-type: none"> <li>Work with Strategic Transport team on current PMP strategy</li> <li>Facilitate discussion with stakeholder groups by Dec 2020 on feasibility</li> </ul>  |

### Action plan – Marketing

| Action                                    | Priority | CSP Theme  | SVS Objective | KPIs   |
|---|----------|--|---------------|--|
| Create Marketing Strategy                 | High     | Corporate Leadership & Engagement<br>Sustainable Environment<br>Sustainable Waste<br>Local Economy | 1             | <ul style="list-style-type: none"> <li>Commence work on a detailed marketing strategy that takes a holistic approach to the messaging and promotion of Waverley</li> <li>Ensure messaging include local communities, industry and visitors</li> <li>Plan will be developed specifically with the Communications and Sustainability teams at Council, in addition to the new Tourism Working Group (post Feb 2020)</li> <li>Strategy to be drafted by Jun 2020</li> </ul> |
| Local tourism volunteer group             | High     | Sustainable Environment<br>Local Economy   | 2             | <ul style="list-style-type: none"> <li>Survey the community on their opinion of a Volunteer Tourism Program by Jun 2020</li> <li>Research and development of volunteer framework Dec 2020</li> <li>Recruitment process to follow</li> </ul>  |
| Improved signage and visitor information  | High     | Local Economy<br>Transport, Pedestrians & Parking<br>Corporate Leadership & Engagement             | 2 & 3         | <ul style="list-style-type: none"> <li>Investigate possible local printed guide for visitors Dec 2019</li> <li>Assess visitor information requirements and specific signage enhancements by Sep 2020</li> <li>Work with industry to develop quality online information sources by Dec 2020</li> <li>Determine optimum location of materials and determine budget for these by Jun 2021</li> </ul>  |
| Packaging of product                      | Medium   | Local Economy  | 3 & 4         | <ul style="list-style-type: none"> <li>Ensuring all Waverley tourism product is registered in the Australian Tourism Data Warehouse by Dec 2019</li> <li>Look at building links between businesses and entrepreneurs to support local products and services</li> <li>Ensuring sufficient packaged product is available online, by Feb 2021</li> </ul>  |
| Main stream media and social media famils | Medium   | Local Economy<br>Arts & Culture  | 3 & 4         | <ul style="list-style-type: none"> <li>Ensure that the marketing strategy includes actions which offer targeted media famils for specific niche markets, by Jun 2020</li> <li>Develop a social media strategy by Dec 2020</li> <li>Ensuring that all travel media are aware of new product enhancements as they occur</li> <li>Ensuring DNSW is aware of Waverley interest in being part of Sydney famil programs</li> </ul>   |
| Parking App                               | Medium   | Transport, Pedestrians & Parking   | 2             | <ul style="list-style-type: none"> <li>Work with strategic transport to assess viability of an online booking app, by Dec 2020</li> <li>If viable, introduce an online booking service to allow for parking spots to be pre-booked, by Jul 2021</li> <li>Assess the scheme and its efficiency by Dec 2022</li> </ul>   |



## Action plan – Product development

| Action   | Priority   | CSP Theme  | SVS Objective | KPIs  |
|--|------------|--|---------------|---|
| Visitor Information Centre (VIC)                             | High       | Local Economy<br>Corporate Leadership & Engagement           | 2             | <ul style="list-style-type: none"> <li>Work with Pavilion Steering Group and contractors on space for VIC within the Pavilion</li> <li>Approach possible operators by Jun 2020</li> <li>Look to work with operators to activate the site, by Dec 2020</li> </ul>  |
| Fully serviced boutique accommodation                        | High       | Local Economy<br>Planning, Development & Heritage            | 2 & 3         | <ul style="list-style-type: none"> <li>Develop an accommodation demand study to support introduction of new or extended commercial accommodation, by Jul 2020</li> <li>Approach hotel operators and development companies to ascertain interest, by Mar 2021</li> <li>Look to work with land owners and hotel developers/operators to activate identified sites, by Mar 2022</li> </ul>   |
| Surf Life Saving Museum                                      | High       | Recreation & Open Spaces<br>Planning, Development & Heritage | 1 & 2 & 3 & 4 | <ul style="list-style-type: none"> <li>Undertake a feasibility study to test the viability of the concept in tandem or after the development of the VIC at the Pavilion</li> </ul>  |
| 3-day Urban Coastal Walk                                     | High       | Local Economy<br>Recreation & Open Spaces                    | 2 & 3 & 4     | <ul style="list-style-type: none"> <li>Work with the Bondi to Manly group to commence work and signage to promote the northern beaches walk Feb 2019</li> </ul>   |
| Food and dining trails                                       | High       | Local Economy  | 1 & 2 & 3 & 4 | <ul style="list-style-type: none"> <li>Evaluate Council's dining initiative rolled out four years ago</li> <li>Undertake a feasibility study to test the viability of the concept, by Mar 2021</li> </ul>   |
| Improve Sculpture by the Sea accessibility through to Bronte | Medium     | Transport, Pedestrians & Parking<br>Arts & Culture           | 2 & 4         | <ul style="list-style-type: none"> <li>Work with Sculpture by the Sea team to determine improved accessibility options, by Jun 2020</li> <li>Assess issues, challenges by Mar 2021</li> </ul>   |
| New festivals and events                                     | Medium     | Arts & Culture<br>Recreation & Open Spaces                   | 2 & 3 & 4     | <ul style="list-style-type: none"> <li>Consult with stakeholder groups on potential for priority new events and festivals, by Sep 2020</li> <li>Seek community feedback via survey on new events, by Feb 2021</li> <li>If acceptable, develop 1-2 priority events-festivals which aim to help boost low season visitation and broader economic impacts, by Dec 2021</li> <li>Introduce new low seasonal events and festivals by Mar 2022</li> </ul> |
| Sound and light show at Bondi Junction – Vivid               | Medium     | Local Economy<br>Arts & Culture                              | 2 & 3 & 4     | <ul style="list-style-type: none"> <li>Undertake a feasibility study to test the viability of the concept, by Jun 2021</li> <li>Implementation to follow if feasible</li> </ul>   |
| Night time family friendly activities                        | Medium     | Local Economy<br>Arts & Culture                              | 2 & 3 & 4     | <ul style="list-style-type: none"> <li>Work with Urban Planning Team on rolling out aspects of the piloted Night time Strategy from 2019</li> </ul>   |
| Black box attraction space                                   | Medium     | Recreation & Open Spaces<br>Arts & Culture<br>Local Economy  | 1 & 2 & 3 & 4 | <ul style="list-style-type: none"> <li>Undertake a feasibility study to test the viability of the concept, by Mar 2022 with particular focus on available Council spaces for consideration.</li> </ul>  |
| Pop up cafes, retail and dining experiences                  | Low-medium | Local Economy  | 2 & 3 & 4     | <ul style="list-style-type: none"> <li>Test the demand and viability of introducing pop up facilities to help deliver facilities to better meet peak season demand, by Jan 2022</li> <li>If viable, work with operators to determine commercial options for pop up facilities, by Dec 2022</li> <li>Look to encourage private operators to introduce facilities 2023 onwards</li> </ul>   |
| Health and Wellness Hub                                      | Low-medium | Local Economy  | 2 & 3 & 4     | <ul style="list-style-type: none"> <li>Undertake a feasibility study to test the viability of the concept, by Jun 2022</li> </ul>   |

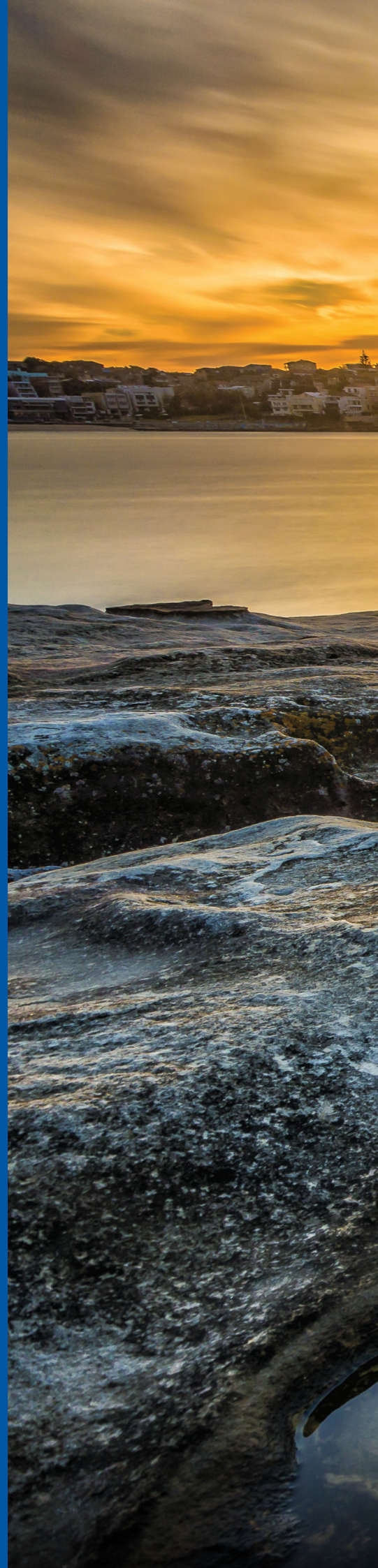


| Action  | Priority   | CSP Theme  | SVS Objective | KPIs   |
|---|------------|--|---------------|--|
| Heritage attraction opportunities                       | Low-medium | Corporate Leadership & Engagement<br>Planning Development & Heritage | 1 & 2 & 3 & 4 | <ul style="list-style-type: none"> <li>Undertake a feasibility study to test the viability of the concept, by Jun 2021</li> </ul>  |
| Telling the Story of Wonderland City and Bondi Aquarium | Low-medium | Recreation & Open Spaces<br>Planning, Development & Heritage         | 1 & 2 & 3 & 4 | <ul style="list-style-type: none"> <li>Undertake a feasibility study to test the viability of the concept, by Oct 2021</li> </ul>  |
| Performance and rehearsal spaces at Bondi Junction      | Low-medium | Recreation & Open Spaces<br>Arts & Culture                           | 1 & 2 & 3     | <ul style="list-style-type: none"> <li>Undertake a feasibility study to test the viability of the concept, by Jun 2022</li> </ul>  |
| Public art gallery with studios and training spaces     | Low-medium | Recreation & Open Spaces<br>Arts & Culture<br>Local Economy          | 1 & 2 & 3 & 4 | <ul style="list-style-type: none"> <li>Undertake a feasibility study to test the viability of the concept, by Jun 2022</li> </ul>  |
| Indoor recreation facilities                            | Low-medium | Recreation & Open Spaces<br>Planning, Development & Heritage         | 1 & 2 & 3 & 4 | <ul style="list-style-type: none"> <li>Undertake a feasibility study to test the viability of the concept, by Dec 2022</li> </ul>  |
| Museum to Celebrate Sydney's Women                      | Low-medium | Recreation & Open Spaces<br>Planning, Development & Heritage         | 2 & 3 & 4     | <ul style="list-style-type: none"> <li>Undertake a feasibility study to test the viability of the concept</li> </ul>   |
| Fashion and Design Museum                               | Low-medium | Recreation & Open Spaces<br>Planning, Development & Heritage         | 2 & 3 & 4     | <ul style="list-style-type: none"> <li>Undertake a feasibility study to test the viability of the concept, by Jun 2023</li> </ul>  |
| Screen Industry Centre                                  | Low-medium | Recreation & Open Spaces<br>Planning, Development & Heritage         | 2 & 3 & 4     | <ul style="list-style-type: none"> <li>Undertake a feasibility study to test the viability of the concept, by Dec 2022</li> </ul>  |
| Higher quality boutique food and beverage facilities    | Low-medium | Local Economy  | 2 & 3 & 4     | <ul style="list-style-type: none"> <li>Undertake a feasibility study to test the viability of the concept, by Dec 2021</li> </ul>  |
| Signature children's playground                         | Low-medium | Recreation & Open Spaces   | 2             | <ul style="list-style-type: none"> <li>Playground beside Bondi Beach requires an upgrade and will be scheduled in-line with the Play Based Strategy when the Pavilion work is underway.</li> <li>Undertake a feasibility study to test the viability of the concept across other areas within the LGA</li> </ul> |
| Rooftop activation                                      | Low        | Local Economy<br>Recreation & Open Spaces                            | 2 & 3 & 4     | <ul style="list-style-type: none"> <li>Undertake a feasibility study to test the viability of the concept, by Dec 2023 with specific emphasis on noise mitigation</li> </ul>   |

## Further information

To provide feedback on the draft Strategy, head to [haveyoursay.waverley.nsw.gov.au](https://haveyoursay.waverley.nsw.gov.au)





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