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## **COMMUNITY FACILITIES MANAGEMENT, ADVISORY COMMITTEES AND COMMUNITY DEVELOPMENT INITIATIVES UPDATE FOR 2012**

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### **Purpose:**

To provide a report on the current operational status of Council's community facility management, advisory committees and community development initiatives.

### **Description of Item:**

The Management Committees are responsible for the care, control and management of some of Council's community facilities and the Advisory Committees are responsible for the provision of advice on various issues including future development. These committees are established under Section 355 of the Local Government Act 1993. The committees are made up of volunteer local community members. The use of Section 355 Committees reflects Council's level of encouragement to actively engage and utilise the expertise within its community.

A number of community development initiatives throughout 2012 were well supported, guided and partnered with the community. These initiatives were to safeguard, educate, culturally enrich and celebrate community.

A brief summary of each operation is presented under three separate headings: Community Facility Management Committees, Advisory Committees and Community Development Initiatives. These are as follows:

### **COMMUNITY FACILITY MANAGEMENT COMMITTEES**

#### **Ayrshire Park Management Committee**

Ayrshire Park is a sports and community recreation area located in the heart of Middle Boambee on Ayrshire Park Road.

Operating Budget - Total operating revenue was \$4012.45 for the year ended 30 June 2012 with the operating expenses of \$3235.59 providing \$776.86 in retained funds. The park is the home base for the Boambee Soccer Club.

Management - The Committee comprises residents of the Middle Boambee subdivision, and includes a representative of the Boambee Soccer Club. The facility is predominately used by the Soccer Club, with the only broader community event held being the Community Christmas Party. The Committee has a three staged plan to improve the facility with the first stage being development of a playground. Due to the physical constraints of the grounds, and the existing positioning of the playing fields, this requires further investigation which is proposed prior to attempting to seek funding for the project.

#### **Bayldon Community Centre Management Committee**

Bayldon Community Centre is located at 171 Toormina Road, Bayldon and provides a large hall with a licensed capacity for 100 persons, meeting and counselling rooms. The Centre was opened in 1992 and was a joint venture project between the Department of Housing and Council.

Operating Budget - Achieved revenue of \$11,398 for the year ended 30 June 2012, expenses amounted to \$14,929 resulting in a loss of \$3,531. The loss is directly attributable to over \$2,000 towards removal of dangerous trees overhanging the building, open day celebration costs of \$1,000 and interior design plans of \$500. The loss was funded by the Management Committee from the previous year's profit. Revenue is obtained from regular user groups including the Child and Family Health Centre, Galambila Aboriginal Health Service, Deadly Sister Girls, yoga, dance fitness classes, sports training, education tuition, Go-for-fun Children's Health program, the Australian Christian College, stamp collectors, Telstra meetings, craft classes, birthday and social functions.

Management - The Committee is currently made up of five new members. Volunteers take bookings, prepare invoices, pay expenses, organize cleaning services, answer correspondence and deal with a multitude of facility management issues including vandalism. The Committee throughout the year has completed a Business Plan for the Community Centre, prepared a website page, improved landscaping and external signage, undertaken risk training, obtained customer feedback with comments including "*Volunteers are great, venue is a good size, great location and clean*".

#### **Coramba Community Hall Management Committee**

Coramba Community Hall is located on Dorrigo Street and provides a large hall with a licensed capacity for 294 persons. The building is heritage listed and includes a memorial stage, hall and kitchen available for public use.

Operating Budget - Achieved revenue of \$2,362 for the year ended 30 June 2012. Expenses amounted to \$2,194 resulting in an operating profit of \$168. Revenue continues to be obtained primarily through hall hire with regular user groups including church groups, P&C, schools, land care groups, education seminars, physical culture and casual hirers.

Management - The committee consists of five committee members who demonstrate ongoing commitment to the management and improvement of the facility. This year they were successful in receiving a heritage grant to repair the hall fencing.

#### **Eastern Dorrigo Showground and Community Hall Management Committee**

Known as Ulong Hall and located off Pine Avenue at Ulong, the hall has a licensed capacity for 200 persons and includes a large kitchen and shower facilities. The showground has the potential for uses such as camping, caravanning and auto clubs. The hall is utilised by the community for events and meetings. The venue was utilised during the World Rally Championships in 2011.

Operating Budget - Revenue of \$266.94 was achieved for the year ended 30 June 2012 while \$1,208.22 expenditure was recorded for the same period, resulting in a deficit of \$941.28 which was funded by committee reserves.

Management - The committee consists of nine community members who are dedicated to the management and improvement of the facility. This year the committee has worked hard to maintain the grounds and received a \$4,500 donation from Council to install bollards.

#### **Lowanna Community Hall Management Committee**

Lowanna Community Hall is located at 33 Grafton Street Lowanna and comprises a large hall with a licensed capacity for 200 persons.

Operating Budget - The hall operates on a shoestring budget of revenue at \$2,023.28 with a loss of \$1,104.53 for the 2011/12 financial year. Cleaning, mowing and general upkeep is undertaken by volunteer members. The majority of revenue is obtained from the Preschool who use the hall two days per week.

Management - The committee presently consists of seven (7) members who are working towards generating greater community usage of the hall.

#### **Lower Bucca Community Hall Management Committee**

Lower Bucca Community Hall is located approximately 15 km north west of Coffs Harbour providing a central meeting point and an asset to the local community with very affordable rates for social events and activities.

Operating Budget - Achieved revenue of \$13,472 for the year ended 30 June 2012, expenses amounted to \$19,987 resulting in a loss of \$6,515 fully funded from reserves. The loss is directly related to repairs and maintenance of the main building and residential property. The Lower Bucca Community Preschool has been operating out of the main community hall for 22 years which provides pre-school services four days of the week. The residential property adjacent to the community hall is currently occupied. Both income streams provide long term sustainable revenue from rental intake from both properties.

Management - Lower Bucca Community Hall consists of four committee members who meet voluntarily each month to ensure operations of the hall are maintained. A highlight for 2012 includes new pavers being laid as part of improvements to the wet area also installation of solar panels onto the main building to reduce electricity costs funded by the Lower Bucca Community pre-school. The painting of the residential property is close to completion which continues to be a main source of income for the management committee.

#### **Nana Glen Sport, Recreation and Equestrian Centre Management Committee**

The Centre features a large picturesque sporting and recreational area off Morrows Road. Polo Crosse fields, dressage arena, equestrian cross country course, undercover stables and cricket pitch are the main features together with a large kiosk, accessible toilets, showers, storage sheds and equestrian washing bays. This sports facility is home to competitions that attract local, regional, national and international competitors. The Management Committee also care, control and manage the Nana Glen Tennis Courts.

Operating Budget - Revenue of approximately \$26,000 was achieved for the year ended 30 June 2012. Expenses amounted to approximately \$10,000 indicating an overall profit of \$16,000. Revenue is obtained from regular user groups including Coffs Harbour Polo Crosse, Coffs Harbour Pony Club, North Coast Equestrian Club, Woolgoolga trail riders, Macksville Pony Club, Grafton Motor Homes Group and the Nana Glen Cricket Club. Other regular users include Eventing NSW, local schools, Rural Fire Brigade, Grafton Motor Homes Group as well as community social functions such as social sports, weddings and birthday celebrations.

Management - The Committee is made up of community representatives and representatives of the various user groups. They have a long history of sound management practices and have faced the challenge of repairing flood damaged grounds, buildings, facilities and amenities. They have upgraded the grounds to provide a quality equestrian cross country venue which attracts both state and national competitors. The Committee has implemented infectious disease preventative measures for the site and commenced an Emergency Animal Disease Action Plan in light of the outbreaks of the Hendra Virus within NSW. Hiring Agreements have been updated and risk training undertaken by the Committee. The Committee throughout the year has completed a Business Plan for the Community Centre and obtained customer feedback with comments including *"caters to the equestrian community at a reasonable cost"*.

### **Sportz Central Management Committee**

Sportz Central is a regional three championship court indoor sports stadium with a licensed capacity for 1,000 people. Originally built as two courts in 1987 and expanded to three courts in 1998. The three international sized basketball courts are modified into five junior courts for local competition.

Operating Budget - Achieved revenue of \$370,000 for the year ended 30 June 2012, expenses totalled \$360,000 providing a profit of just over \$10,000. Council contribute \$55,000 towards revenue for maintenance costs of \$30,000 and cleaning of \$25,000. Kiosk revenue has increased from \$171,000 last year to \$177,000. The stadium is home to sports groups such as basketball, volleyball, netball, wheelchair basketball, school sports, multi sports, disability sports, Soccatoos preschool indoor soccer, home school sports days, lifeball for seniors and table tennis. Regional, state and national sporting competitions and cultural events are held at Sportz Central including Basketball State League, Basketball Northern Junior League, State Quad Rugby, National Handball, National martial arts, regional Primary School Sports Association Competitions, regional Catholic School Competitions, children's drama, dance performances, International Day for People with a disability celebrations, roller derby and this year featured the professional equine national touring performance of Elcaballoblanco with sold out performances.

Management - The committee and Stadium management continue to try and broaden the types of sports and cultural shows. Up to 5,000 people visit the stadium a week, with over 2,000 children and parents on a Saturday alone.

The committee throughout the year have completed a Business Plan for the Stadium, undertaken risk training, completed the installation of a covered awning for safety purposes with grants funds from the State Government Department of Communities, Sport & Recreation, obtained customer feedback with comments including *"Excellent facility, met all requirements for NSW Championship, friendly and helpful staff"*. The committee carry out the management appraisal, undertake conflict resolution and are now investigating improved court lighting.

### **Woolgoolga Community Village Management Committee**

The Woolgoolga Community Village is located on Boundary Street and comprises the Village Community Hall, Meals on Wheels kitchen, Seniors Centre, Tourist information Office and Neighbourhood Centre. The hall is a mud brick building with a licensed capacity for 100 persons.

Operating Budget - The facility made a profit of \$2,081 for the year ended 30 June 2012 from revenue of \$17,631. The primary income source is the rental obtained from the Neighbourhood Centre, with 80% of this income returned to Council. Other regular rentals include Meals on Wheels, Neighbour Aid and the Tourist Information Office. The regular user groups at the community hall are Woolgoolga Family Playgroup, Orchid Society, Woopi Twirlers, yoga, Sikh dance groups, Coffs Coast Swing Katz, Free Spirit Girl, Country Health Tai Chi and Qigong, Roads and Maritime Services, Baby Dance, belly dance and drumming groups. In addition there is casual use such as community meetings, social functions, weddings and birthday parties.

Management - The Committee continually improve the venue to maintain and attract community groups. Throughout the year they have completed a Business Plan, improved external signage, obtained customer feedback with comments including "*fees and charges are good value, volunteers always helpful when taking bookings, prompt invoice and receipts and everything provided and clean*".

## **ADVISORY COMMITTEES**

### **Access Advisory Committee**

This committee meets monthly on the first Friday of the month in the Council Chambers and has discussed and addressed many access issues affecting the Coffs Harbour LGA. The Access sub-committee has been consulted by Council staff regarding the approvals for new developments, some of these included Palms Centre redevelopment; Sikh Temple Woolgoolga, Jetty Foreshores. Some other issues addressed by the committee during this period were:

- Accessible parking at TAFE Glenreagh campus.
- Park Beach Surf Club redevelopment.
- Lack of kerb ramps at taxi ramps.
- Hogbin Crematorium weekend access.
- At present the Accessible Accommodation booklet is being updated.

This committee is very proactive with a full complement of members.

### **Multicultural Reference Group**

The Multicultural Reference Group (MRG) has again worked tirelessly towards achieving the groups objective of creating a harmonious and inclusive community. Following Council's adoption of the Multicultural Policies and Services Program 2010, the group developed and consulted on the Multicultural Action Plan 2011-2014 which was adopted by Council in July 2011. The Group continues to work towards implementing the actions within that Plan to ensure better access and equity across Council's services and programs. The Multicultural Harmony Festival, one of the key initiatives, takes place annually in March within the grounds of the North Coast Regional Botanic Gardens. In 2012 attendances exceeded 4,000 a clear indication that the City embraces and celebrates the benefits of being part of culturally diverse society. The injection of funds by Council in its 2011/2014 budget of \$10,000 over 4 years has ensured the ongoing development of this unique community initiative. The Festival's rationale was further strengthened when it received the Highly Commended Award at the 2012 Local Government Award of Management for "Excellence in Diversity". In addition, the Group has established strong partnerships within the community including services providers, schools and businesses to ensure the success of multicultural initiatives like Refugee Week, Surf Awareness Sessions for Migrants/Refugees, Community Information Sessions and other multicultural activities. Membership of the Group includes representatives from various culturally diverse communities, services providers, government representatives, Council staff and a designated Councillor. Ongoing funding of the Group

and in particular the Festival is vital to the ongoing success of the Group's aims and objectives on behalf of Council and the community.

### **Yandaarra Aboriginal Consultative Committee**

Council's original Aboriginal Consultative Committee was established in 1998 to provide information and guidance to Council on Aboriginal issues and community development.

Coffs Harbour City Council and the Yandaarra Aboriginal Consultative Committee continue to support Aboriginal specific community events such as NAIDOC Week through the Coffs Harbour City Council NAIDOC Community Awards which are held annually as part of the official opening NAIDOC week each year. The event continues to grow with a wider acceptance and participation within the local community. This was evident through attracting larger numbers of Aboriginal and non Aboriginal people in attendance at the raising of the Aboriginal flag by the Mayor Keith Rhoades, Community elders Aunty Bea Ballangarry and Uncle Barry Hoskins outside the Coffs Harbour City Council chambers. This year the NAIDOC awards ceremony was held on Fitzroy Sports Oval adjacent to the Coffs Harbour Memorial pool which also holds very significant importance as there were many local Aboriginal families that had lived in and around the Coffs Creek since the late 1950's. The year event was planned to show Councils continuing commitment in building a stronger relationship with the local Aboriginal community.

## **COMMUNITY DEVELOPMENT INITIATIVES 2012**

### **Giidany Miirlari Education Space, Muttonbird Island**

Now known as Giidany Miirlari Education Space, has recently been awarded the Premier's Prize for Architectural Excellence. The Premier's Prize recognises an architect or project that has contributed to the advancement of architecture in the state. Giidany Miirlari celebrates local Aboriginal culture and history and represents a healing of the scars from when Muttonbird Island was joined to the mainland in 1924. Fisher Design + Architecture in association with Mackenzie Pronk Architects were commissioned by Arts Mid North Coast, National Parks & Wildlife and Coffs Harbour City Council to build a robust and elegant structure that provides public space, as well as an opportunity to learn about the cultural and environmental history of the site. Giidany Miirlari successfully achieves this. Local Aboriginal stories about the island will be told in the amphitheatre and the history of the place has been inscribed for all to see on panels which spiral up to the rising ramp enveloping the meeting place. Local artists Shane Phillips and Janelle Marshall have creatively interpreted traditional stories of the island and added to a place for social interaction, storytelling, learning and rest. This modestly scaled building project has made a significant social contribution and has been a truly collaborative effort bringing the community together to tell the story of the island.

### **International Day of People With a Disability**

The theme for the 2012 International Day of People with a Disability (IDPWD) is "*Removing Barriers*". The day seeks to focus of the contribution of an individual rather than their disability. Celebrated annually at Sportz Central, IDPWD is a unique community event which seeks to raise awareness about a whole range of issues related to having a disability. Over 500 people attended the event at Sportz Central which ran a series of fun events and activities. The day is also about changing misconceptions surrounding disability and creating an environment that encourages everyone's participation in sport, careers, leisure activities and social networks. The day provides an excellent opportunity to acknowledge the contribution that people with disabilities make to our community and to recognise those who facilitate the lives of people with disabilities. Sportz Central was vital in applying for funding to recognise and run this years IDPWD event.

### Japanese Festival of Children's Day

This is a national award winning community event jointly initiated between Coffs Harbour City Council, the Friends of the Botanic Garden and the Coffs Harbour Australia-Japan Society. The Festival has grown to attract crowds of over 3,000 people. This family picnic day festival celebrates traditional Japanese food, culture, education and entertainment. The purpose of the festival is to celebrate our Sister City relationship with Sasebo, promoting cultural awareness, education and cooperation. The history of the Festival stems from the culturally significant Japanese Children's Day Festival. The Festival comes from an ancient story about carp, which swam up a waterfall and turned into dragons. The carp, or koi in Japanese, became symbols of perseverance.

### Smoke-Free Outdoor Areas Initiative

Supported by the local Cancer Council office Coffs Harbour City Council continues to support the benefits of smoke-free outdoor area initiatives that provide a healthier environment for the community and improve the natural environment by reducing the amount of cigarette butt litter. Currently, the development of the existing Smoke-Free Outdoor Areas Policy which was adopted in 2010 is on hold pending the outcome of the NSW Minister for Health's introduction of the *Tobacco Legislation Amendment Bill 2012*. The *Tobacco Legislation Amendment Bill 2012* makes amendments to the *Smoke-free Environment Act 2000* and the *Health Services Act 1997*.

The Bill proposes to amend the *Smoke-free Environment Act* to make the following **public** outdoor places smoke-free areas from 7 January 2013 and prohibit smoking in such areas:

- Within ten metres of children's play equipment,
- Swimming pool complexes,
- Spectator areas of sports grounds or other recreational areas while organised sporting events are being held,
- Railway platforms, light rail stations and ferry wharves,
- Bus stops, light rail stops and taxi ranks,
- Within four metres of a pedestrian access point to a public building, and from 2015 in
- Commercial outdoor dining areas being:
  - a seated dining area, or
  - within four metres of a seated dining area on premises that are licensed premises under the *Liquor Act 2007* or the premises of a restaurant defined in that Act, or
  - within ten metres of a place at a food fair where food is sold or supplied for consumption at the event, with a food fair being an organised event at which the principal activities are the sale or supply of food for consumption at the event and the consumption of that food.

The implications of this legislation will no doubt impact on Council's current policy and as such may result in it becoming obsolete as State Legislation takes over.

### **International Women's Day**

Coffs Harbour City Council, with the support of the NSW Government Office for Women's Policy, joined with local community group 'Women of the World' to host a special free event at the Coffs Harbour Racing Club to recognise International Women's Day. Local Aboriginal Elder Aunty Bea Ballangarry OAM opened the event with a 'Welcome to Country' with dance, music, cultural exchange and storytelling all adding to the days activities. Tania Major of 'GenerationOne', national Young Australian of the Year in 2007 and youngest person to be elected to the Aboriginal and Torres Strait Island Commission, will be a keynote speaker at the event along with local Katie Pitsis, founder of the 'Free Spirit Girl' business which runs workshops "to empower and support teen and pre teen girls to find self confidence, love and respect, know who they are, stand up for what they believe in, live their lives to their fullest potential and share their authentic self with the world". Free childcare was provided during the event and food stalls offering refreshments along with tea, coffee and water was provided. The whole day was recorded on film to share with the broader community and future generations of women.

### **Cultural Policy Development**

Council is developing of a new cultural policy and a cultural plan for the period 2013-2016. The process has included a literature review, site visits to cultural facilities, and comprehensive consultation, including online consultation and a reference group of community members. This planning will help the Council and the community to integrate and focus their efforts in significant areas which enhance the quality of people's lives through:

- creative expression;
- recreational opportunities;
- new sources of income generation; and
- a shared and deepened understanding of the people who live in the region.

This is an important opportunity to achieve a significant number of the outcomes, objectives and strategies identified and endorsed in the 2030 Plan.

### **Public Art Selection Protocols Policy**

This policy has been developed to ensure an integrated and consistent approach to the development of public art in Coffs Harbour. The policy will give artists wishing to develop public art within the Local Government Area with clear guidelines and expectations in relation to Council requirements. The policy will enable Council to ensure equity, transparency and best design in the finished public art commissions for the community.

### **Community Arts & Cultural Small Grants Program 2012/2013**

Local arts and crafts groups received funding through Council's Arts & Cultural Small Grants program enabling 16 projects to proceed ranging from community performances, Kids Day out, refugee transition programs, young actors performances and Women of the World event.

### **Youth Week**

Youth Week 2012 was very successful with many diverse events and activities on offer for young people. Some highlights included an Open Day, Anime workshop and launch of short story competition, sculpting workshop, surf safety and surfing lessons, art show and live musical performance, graffiti art workshops and a Fun Day with skateboarding, dance workshops, live radio broadcast and circus skills. The Youth Week program was very well received by the community with great participation and positive feedback provided.



## Seniors Week

Seniors Week theme this year was “Live Life”, focusing on events which were held from 15-25th March and enjoyed by over 1,000 seniors participating in 21 activities including dancing, yoga, zumba, tai-chi, gym, tennis, computer education, card games, community education, art, morning and afternoon teas and music. Council offered a series of small grants up to \$400 to community groups to help them stage these activities. Several groups have reported recruiting new members to their activities as a result of people attending their senior’s week events. A special event was staged at the Botanic Gardens to celebrate Koori Seniors, which included an entertaining tour of the garden, and much sharing of bush stories and folk lore. The launch of the Koori Dementia Care Program was performed, a research project sponsored by Neuroscience Research Australia and forms part of the state wide Koori Growling Old Well Study, part of the initiatives to ‘close the gap’. Council also hosted an event sponsored by NSW Department of Ageing, Disability and Home Care which featured a visit to the Coffs Harbour Library and Regional Art Gallery. Local author Basia Meder entertained and inspired the group with stories from her escapades which she has written about in her book “Granny Backpacker in Africa: a 14 month journey across 21 countries”. This was followed by lunch in the Art Gallery and viewing the exhibitions “Lineage: David Faribarin portraits” and “Collectie by Deb Mostert”. Seniors Week also included the presentation by the Mayor of seven Seniors Awards to well deserving, hard working, community minded seniors.

## Sustainability Assessment:

- **Environment**

There are no environmental issues.

- **Social**

The care, control and management of these local community facilities by local residents and local community groups enables a sense of community ownership, community involvement and development and overall community well being.

The advice provided by the various advisory committees is invaluable as a consultative and information mechanism.

The community benefits greatly from these committed volunteers who undertake bookings, financial management and coordination of future development at little to no cost to Council.

The community development initiatives lead the way to inform, safeguard, educate, culturally enrich and celebrate community.

- **Civic Leadership**

The valuable contribution made by community members in the various roles of management and advisory committees is consistent with Coffs Harbour Community Strategic Plan 2030 outcomes of:

- |         |  |
|---------|--|
| LC1     | We are healthy and strong.   |
| LC1.3   | We live in a safe, caring and inclusive community.                                   |
| LC1.3.2 | Build community structures based on the values of care, inclusion and connectedness. |
| LC1.3.3 | Promote the importance of being part of a community.                                 |

- **Economic**

**Broader Economic Implications**

The Management Committees who ended the financial year in surplus utilised these funds for either ongoing operations, maintenance and/or development of the facilities for which they are responsible. In relation to the facilities which had a deficit result this was overcome from funds held from previous years.

**Delivery Program/Operational Plan Implications**

The Committees are in line with the current Delivery Program/Operational Plan.

**Consultation:**

This report includes information provided by the volunteers on Council's community committees.

**Statutory Requirements:**

These Management and Advisory Committees are established under Section 355 and regulated by Section 377 of the Local Government Act.

**Issues:**

These Committees are made up of unpaid volunteers who are prepared to offer their personal time for their community and in many instances they provide valuable advice and experience. The Committees achieve good management, promote community consultation and use and endeavour to maximise income with minimal cost. The Committees continue to seek community support and funding opportunities to improve the facilities.

The Committees continue to seek Council's financial support for further development as the need arises.

**Recommendation:**

**That Council note the valuable assistance, advice and good management of Council's community facilities and advisory committees by volunteer members and present at Council a recognition of community service plaque to each committee as follows:**

- **Ayrshire Park**
- **Bayldon Community Centre**
- **Coramba Community Hall**
- **Eastern Dorrigo Showground & Community Hall**
- **Lowanna Community Hall**
- **Lower Bucca Community Hall**
- **Nana Glen Sport, Recreation & Equestrian Centre**
- **Sportz Central**
- **Woolgoolga Community Village**
- **Access Advisory**
- **Multicultural Reference Group**
- **Yandaarra Aboriginal Consultative**

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## COMMITTEE MEMBERSHIP - BAYLDON AND SPORTZ CENTRAL

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### **Purpose:**

To recommend to Council appointment of community members to facility management committees.

### **Description of Item:**

This report seeks approval from Council for appointments to the following committees:

- Bayldon Community Centre Management Committee
- Sports Central Management Committee

### **Sustainability Assessment:**

- **Environment**

There are no environmental issues associated with this report.

- **Social**

The valuable contribution made by community members in the various roles of management and advisory committees adds to the significant social capital and sense of connectedness, while also providing a service Council would otherwise be unable to provide.

- **Civic Leadership**

This approach is addressed in Coffs Harbour 2030 through:

LC1 We are healthy and strong

LC1.3 We live in a safe, caring and inclusive community

LC1.3.2 Build community structures based on the values of care, inclusion and connectedness

LC1.3.3 Promote the importance of being party of a community

- **Economic**

#### **Broader Economic Implications**

There are no economic implications of the recommendations in this report.

#### **Delivery Program/Operational Plan Implications**

There are no delivery program or operational plan implications of the recommendations in this report.

### **Consultation:**

Consultation has been undertaken with the existing members of the relevant committees.

**Related Policy and / or Precedents:**

This process is in line with precedents set in the past.

**Statutory Requirements:**

This addresses requirements under the Local Government Act.

**Issues:**

The following community members have expressed interest in participating on the below committees. The nominations have been approved for recommendation to Council at the relevant committee meetings:

- Bayldon Community Centre Management Committee  
Mr Peter Langley
- Sportz Central Management Committee  
Mr Justin Baldwin

**Implementation Date / Priority:**

The relevant committees and prospective members will be notified immediately following Council's decision.

**Recommendation:**

**That the following committee members nominations be appointed to the relevant committees:**

- **Bayldon Community Centre Management Committee  
Mr Peter Langley**
- **Sportz Central Management Committee  
Mr Justin Baldwin**

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## COFFS HARBOUR CULTURAL POLICY AND CULTURAL PLAN 2013-2016

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### **Purpose:**

This report provides information and recommendations to Council regarding the Cultural Policy and Cultural Plan 2013-2016 following public exhibition period.

### **Description of Item:**

Council at its meeting held on 22 November 2012 resolved as follows:

*"that Council accept the attached Draft Cultural Policy and Draft Cultural Plan for public display and public comment for a period of 28 days, with community feedback to inform Council's consideration of a final document in early 2013."*

### **Sustainability Assessment:**

- **Environment**

There are no environmental issues.

- **Social**

As outlined in the previous report, the Policy and the Plan specifically discuss the needs of new residents and visitors to Coffs Harbour. There is also an emphasis on the needs of young people, elderly and disabled people, and Aboriginal people and the enhanced development of creative industries.

- **Civic Leadership**

The previous report highlighted that the Cultural Plan is mapped to the objectives of the Coffs Harbour 2030 Plan. These objectives include:

"LP1 We are recognised as a model of sustainable business and industry with a strong and diverse local economy."

"LP2 We have a lively and diverse city centre"

"LP3 We have excellent education and lifelong learning opportunities that reflect our community values"

"LC3 We enjoy a comprehensive range of community, artistic and cultural opportunities"

"PL2 We have created through our urban spaces, a strong sense of community, identity and place"

Strategies from the Coffs Harbour 2030 Plan which are specifically addressed in the Cultural Plan include:

"LC3.2 We value, understand and celebrate our diverse cultural heritage"

"LC3.3 We enjoy life together through a range of community events and recreational opportunities"

"LE1.2 Our Aboriginal culture and its links to the land is valued and understood"

- **Economic**

**Broader Economic Implications**

As in the previous report, the wider economic benefits of a highly visible and active cultural life are specifically addressed in terms of:

- the attractiveness of the region as a destination for prospective residents, in particular for highly skilled people;
- the attractiveness of the region as a destination for tourists; and
- the growth of the local economy through increased development of creative industries.

**Delivery Program/Operational Plan Implications**

There are 45 strategies outlined in the draft Cultural Plan, 21 of these can be achieved within existing resources.

Seven strategies are envisaged as aspects of broader Council processes eg, asset maintenance and require more detailed investigation to determine their costs and potential sources of funding eg grants:

It is envisaged that a number of sources of funding will be required to achieve the remaining 17 strategies.

As reported in the previous report, annual totals for the next three financial years are:

<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Ongoing per annum costs</b>
\$38,400	\$66,400	\$71,400	\$41,000

For the 2013/14 Operational Plan budget, \$17,400 worth of projects can be done within existing resources should the adopted budget be similar to 2012/13. This leaves a balance of \$21,000 for projects to be funded and undertaken or remain unfunded and therefore not undertaken at this time.

The requirement for ongoing per annum costs depends on the continuation of the relevant strategies in the Cultural Policy and Plan 2017-2020, which should be developed in 2016.

**Consultation:**

The Draft Cultural Policy and the Draft Cultural Plan was placed on public exhibition for public comment from December through to January. In addition to the standard procedures for displaying and receiving comment on Council documents, the online Coffs Culture Forum was used to receive community feedback.

**Statutory Requirements:**

There are no relevant statutory requirements.

**Issues:**

**Draft Cultural Policy 2013-2016:**

Three online comments supported the Draft Policy and noted the challenges in implementing the Plan.

No changes are proposed to the Cultural Policy itself.

**Draft Cultural Plan 2013-2016:**

One formal submission was received. It commented on an aspect of the Cultural Plan. The Cultural Plan proposes (P 29) that ideally any expanded facilities for the Regional Art Gallery would be co-located with either a new Aboriginal Cultural Heritage Centre or a redeveloped City Library. The submission proposes instead that any new Regional Gallery instead be co-located with the Regional Botanic Garden. This proposal had not come forward in earlier consultation for the Cultural Policy nor the CBD Master Plan. The following section has been added to the Cultural Plan in order to clarify the issues to be considered with any co-location of cultural facilities:

*"There are a number of issues for consideration with co-location of any cultural facilities. Relevant questions include:*

- *Are the functions of the facilities compatible in terms of community uses and benefits?*
- *Are there programming benefits likely from co-location eg school holiday activities?*
- *Would some spaces or services be provided more cost effectively to the community by being available for the use of more than one facility eg a digital arts area?*
- *Are there significant economies in operational costs likely in terms of shared marketing, maintenance, security, reception and the like?*
- *Is co-location more attractive to those bodies or individuals likely to supply resources to the project, in particular construction costs, ongoing operational funding or land?*
- *Would the proposed co-location have any wider economic benefits for the community?*
- *Is it compatible with the Coffs Harbour CBD Master Plan?"*

In addition to the one formal written submission, there were four comments on the online Coffs Culture Forum. The first three related to the Policy as outlined above. The fourth comment endorsed the further development of online services at the Coffs Harbour City Library and noted its role in supporting local authors. This comment has been drawn to the attention of the Library Manager for noting.


Given that these documents deal with some controversial subjects, the absence of negative comments is particularly notable.

**Implementation Date / Priority:**

1 March 2013.

**Recommendation:**

1. **That Council adopt the attached Cultural Policy and Cultural Plan 2013-2016.**
2. **That Council consider allocating an additional \$21,000 for the financial year 2013/14 to complete all projects identified for this financial year.**

Locked Bag 155, Coffs Harbour, NSW 2450 ABN 79 126 214 487	<h1>COFFS HARBOUR CITY COUNCIL</h1>	
<h2>Cultural Policy</h2>		
<p><b>Policy Statement:</b></p> <p>In line with the Coffs Harbour 2030 Plan, implementation of the Cultural Policy and the associated Cultural Plan will:</p> <ul style="list-style-type: none"> <li>• guide the cultural development of Coffs Harbour;</li> <li>• articulate the roles of the community and the Council in that development; and</li> <li>• establish priorities for community and Council action 2013-2016.</li> </ul>		
<p><b>Director or Manager Responsible for Communication, Implementation and Review:</b></p> <p>Executive Manager – Cultural and Community Development</p>		
<p><b>Related Legislation, Division of Local Government Circulars or Guideline:</b></p> <p>Cultural Accord 4 - Local Government Association of NSW, Shires Association of NSW and Arts NSW.</p>		
<p><b>Does this document replace an existing policy?</b></p> <p>Arts and Cultural Development Plan 2006-2009</p>		<p><b>Yes</b></p>
<p><b>Other Related Council Policy or Procedure:</b></p> <p>Coffs Harbour 2030 Plan                  Public Art Selection Protocols (2001) (being updated)                  Switched On Coffs – Digital Strategy (2011)                  Community Engagement Policy                  Coffs Harbour Social and Community Strategic Plan 2006 -2010                  Coffs Harbour City Council Multicultural Policies and Services Program 2010-2014                  Coffs Harbour City Library Strategic Plan 2012 -2016</p>		
<p><b>Application:</b></p> <p>The policy identifies criteria for priorities in Council activities and resource allocation in relation of cultural development for the period 2013 – 2016.</p>		
<p><b>Distribution:</b></p> <p>This policy will be distributed to councillors, council staff and the community by</p> <p><input checked="" type="checkbox"/> Internet <input checked="" type="checkbox"/> Intranet <input checked="" type="checkbox"/> Email <input checked="" type="checkbox"/> Noticeboard <input checked="" type="checkbox"/> Dataworks</p>		
<p><b>Approved by:</b></p> <p>Executive Team [Meeting date]</p> <p>Council [Meeting date &amp; Resolution No.]</p>	<p><b>Signature:</b></p> <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <p><i>General Manager</i></p>	
<p><b>Council Branch Responsible:</b></p>	<p><b>Date of next Review:</b></p>	



**Attachment 1**

**Key Responsibilities**

<b>Position</b>	<b>Directorate</b>	<b>Responsibility</b>
Mayor	Council	To lead councillors in their understanding of this policy and the related plan.  To communicate the policy to the community.  To receive regular reports on its implementation.
General Manager	Executive	To lead staff in their understanding of this policy and to monitor its relationships with other areas of council activity.
Director	City Services	To supervise the implementation of this policy and ensure its integration with areas of council activity including economic development, tourism and sport.
Executive Manager - Cultural and Community Services	City Services	To co-ordinate the implementation of this policy and its communication to the community at large.  To implement the policy and ensure regular reporting to council on progress with objectives.
Manager – Coffs Coast Tourism	City Services	To implement this policy in relation to the promotion of cultural events and activities.
Manager – Economic Development Unit	City Services	To implement this policy in relation to the development of creative industries.  To implement this policy in relation to materials and information services for new residents.
All Council officials	Council	To comply with this policy and consider its implications for related projects and programs.

## 1. Introduction

The Cultural Policy will help the Council and the community to integrate and focus their efforts in significant areas which enhance the quality of people's lives through:

- creative expression;
- recreational opportunities;
- new sources of income generation; and
- a shared and deepened understanding of the people who live in the region.

The key beneficiaries of the Cultural Policy and Plan are:

- residents of Coffs Harbour, both present and future ;
- residents of the Mid North Coast region to whom Coffs Harbour is a major centre for employment, economic, education and government services; and
- visitors to the region.

The Cultural Policy is an important opportunity to achieve a significant number of the outcomes, objectives and strategies identified and endorsed in the 2030 Plan. There are many ways in which the Council can ensure that its goals are reached. Careful consideration of the appropriate role or roles for Council is important when working out how to achieve the goals of the Cultural Policy and Plan. Few of the goals can be achieved by Council alone. Rather, many organisations and people will need to work together to achieve the best results.

## 2. Definitions

Culture encompasses imaginative, intellectual and artistic activity by individuals, groups and communities. It is through culture that people interpret their experiences, and express their ideas. For the purposes of this policy, the term "culture" includes but is not limited to:

- arts – music, performing arts, literature, film and visual arts;
- creative industries – businesses selling products and services often with significant design and media elements;
- language – specifically Aboriginal languages and community languages;
- community celebrations – such as Curry Fest and Harmony Day;
- built environment – the human designed aspects of the places where we live; and
- heritage and history– memories, traditions and experiences, sometimes expressed in objects, documents or stories.

### 3. Policy content

#### Cultural Policy - Statement

Coffs Harbour City Council is committed to the vitality of the cultural life of Coffs Harbour and appreciates how important it is to the social health and economic success of Coffs Harbour. There are many possible future directions and choices and it is important to identify those with the most benefits to the community at large.

Consistent with the 2030 Plan, 10 key policy goals have been distilled from research and extensive community consultation.

The Coffs Harbour City Council will support cultural activities which will enhance (not in priority order):

- opportunities for the community as creators, students or audience members;
- the attractiveness of the region as a destination for prospective residents, in particular for highly skilled people;
- the attractiveness of the region as a destination for tourists;
- appreciation of the natural beauty of the region and the visual amenity of the built environment;
- appreciation and understanding of the diverse cultural heritage of the people of the region;
- understanding of and pride in regional Aboriginal culture and heritage;
- the growth of the local economy through increased development of creative industries;
- opportunities for skills development or engagement in education, in particular those relevant to the arts and creative businesses;
- opportunities, services or facilities for children or young people; and/or
- opportunities, services or facilities for seniors and people with disabilities.

### 4. Consultation

Employees, volunteers or office bearers from the following organizations were interviewed:

- Coffs Harbour Regional Conservatorium
- Coffs Harbour Arts Council
- Arts Mid North Coast
- Association of Coffs Community Theatrical Societies
- Friends of the Botanical Gardens
- SaltwaterFreshwater Alliance
- ABC Open
- Multicultural Community Development Outreach program
- Woolgoolga Neighbourhood Centre
- Sawtell Arts Centre
- Yarrowarra Cultural Centre
- CoastOut Festival
- Screenworks

Within Council, managers and/or officers from following business areas were consulted:

- Coffs Harbour City Library
- Jetty Memorial Theatre
- Regional Art Gallery
- Bunker Cartoon Gallery
- Regional Museum
- Sportz Central
- Cultural and Community Development
- Regional Botanic Garden
- Economic Development Unit
- Coffs Coast Tourism
- Corporate Business

The stakeholder consultation process also included:

- a. Regular meetings with a reference group of seven community members of diverse professional backgrounds and interests.
- b. Focus groups: arts educators and artists, creative industries professionals, young people and Aboriginal people nominated by local Elders.
- c. A moderated online consultation process. Over 100 individual contributions were received.

## 5. References

1. Coffs Coast Region Visitor Profile and Satisfaction Survey, Dept of Resources, Energy and Tourism, Tourism Research Australia, Canberra, 2011
2. Coffs Harbour Economic Profile 2010
3. Coffs Coast Culture: You can make a difference! 2009
4. Toward a New Cultural Plan: the Arts and Cultural Strategy Consultancy report (Berg)
5. "Creating" Creative Industries: Creative Industries profile for the Coffs Harbour Local Government Area 2007
6. Jetty Memorial Theatre, Box office records 2011, corrected
7. Port Macquarie Hastings Creative Industries Development Plan June 2008
8. Clarence Valley Cultural Plan 2007 - 2012
9. Bellingen Shire Arts and Cultural Plan amended 2012
10. Cultural Policy and Action Plan, 2008 - 2013, Shire of Yarra Ranges
11. Creative Communities - Sunshine Coast 2010 - 2015, Report on Community Engagement
12. Investing in creative industries – a guide for local authorities (UK)
13. *Indigenous Tourism in Australia: profiling the domestic market*, Tourism Research Australia, Canberra, 2010
14. *Saltwater Freshwater Art, Contemporary Aboriginal Art from the Mid North Coast of NSW*, Saltwater Freshwater Alliance, 2011
15. Creative Industries, a Strategy for 21<sup>st</sup> Century Australia, Australian Government
16. Creating Creative Enterprise Hubs: A Guide – Renew Newcastle
17. *Skill shortages in regional Australia and novel marketing campaigns: a sign of desperate times!*, Sustainable Economic Growth for Regional Australia (SEGRA) 2012.
18. *Attracting and retaining mobile skilled workers: benefits for rural communities* SEGRA 2009.
19. Living Learning Libraries – Standards and Guidelines for NSW Public Libraries, State Library of NSW, 2011
20. Attendance at Selected Cultural Venues and Events, Australian Bureau of Statistics (ABS), Dec 2010
21. ABS – Coffs Harbour Regional Profile - Census 2011

**6. Appendices**

The Coffs Harbour Cultural Plan 2013 - 2016

**7. Table of Amendments**

<b>Amendment</b>	<b>Authorised by</b>	<b>Approval reference</b>	<b>Date</b>



## Coffs Harbour Cultural Plan 2013 - 2016

arts | design | community celebrations | music | theatre | literature | film | creative industries | media  
architecture | built environment | language | heritage | history | sculpture | visual arts | dance



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## **Executive Summary**

Coffs Harbour enjoys an active and diverse cultural life. Yet we cannot rest on our laurels: in a world that is increasingly competing for skilled residents and tourists, Coffs Harbour needs to build on its strengths. Developing the capacity and furthering the depth of our cultural life will enhance the attractiveness of Coffs Harbour as both a place to visit and to live in.

The Cultural Plan is designed to be read together with the Cultural Policy 2013 – 2016.

The purpose of these documents is to assist the Council and the community to integrate and focus their efforts to enhance the quality of people's lives through:

- creative expression;
- recreational opportunities;
- new sources of income generation; and
- a shared and deeper understanding of the people who live in the region.

Tourism is a significant industry in Coffs Harbour but there has been a substantial decline in overnight stays and increasing competition for the tourist dollar. It is important to build on assets which are in some way distinctive to this region or which provide a particular advantage. These assets include Aboriginal culture and heritage, the Regional Gallery, the region's natural beauty and the early rollout of the National Broadband Network.

Like the market for tourists, the market for skilled residents is increasingly competitive. Highly skilled people, such as the health professionals needed in this community, will have a large number of choices if they choose to live outside a metropolitan area. We need to consider culture as an important aspect in attracting people to live here and to engage fully, and quickly, in the lifestyle opportunities and community life of the region.

It is also important that people who move to the region as retirees are offered stimulating and social activities to engage them in their new community. Cultural activities such as book clubs and film societies can offer considerable value in this respect. Retired people may also appreciate the opportunity to contribute both to the community and their personal fulfilment through volunteering for cultural organisations.

The biggest issue confronting anyone interested in cultural activities in Coffs Harbour is the absence of good comprehensive and predictably available sources of information about events, activities, courses and places of interest. There are some gaps in the cultural life of Coffs Harbour, but perception of those limitations is amplified by the lack of easily accessible information. Poor information and marketing have a negative impact on attendances at events and enrollments in

**Attachment 2**

programs. In turn, this situation makes it difficult to argue for better services, equipment and/or more facilities when those already available are not fully utilised.

Aboriginal culture is of interest to both residents and visitors and the absence, or perceived absence, of access to this culture is frustrating to people who would like to develop a deeper understanding. Its appropriate communication can also be a source of pride to the Aboriginal community. In terms of history and heritage, the Aboriginal people of the region have much to offer to both visitors and residents, to both Aboriginal and non-Aboriginal people.

To achieve the goals of the 2030 Plan, the community and Council will need to be:

- Networked – there is a great deal of experience and imagination in the Coffs Harbour community and the Mid North Coast as a whole, but individuals and organisations will need to collaborate with other people, some of whom they do not know now;
- Distinctive – building on the unique assets that this region has to offer. Capitalising on distinctiveness will be important in identifying opportunities for new or expanded creative industries and cultural tourism; and
- Nimble – able to take up opportunities for funds and resources as they arise. The timeframes for grant processes are often short and the capacity to act quickly is important. In particular, this means projects should be developed, documented and costed to a point where they can be readily communicated to other organisations when an opportunity arises.

Council is a source of cultural leadership through both its elected representatives and its staff, including those employed to provide cultural services. Council's success will be assessed more by its actions than by its words, but an open and transparent dialogue with the community is necessary. It will not always be able to supply the things which the community wants in terms of money or facilities, but communication needs to be clear and easily available.

Construction of a new performing arts centre is not recommended in the period covered by this plan. Analysis of the utilisation of existing facilities and performances currently offered in Coffs Harbour does not indicate that there is the supply of performance product or the demand from the community to justify the level of investment which would be required.

Major identified strategies include:

- Improved marketing and information resources and co-ordination aimed at both tourists and residents;
- Development of functional specifications for expanded Regional Art Gallery, City Library, and Aboriginal cultural facilities;
- Establishment of a film society;
- Increased opportunities for local artists to perform or exhibit;
- Integration of art and design elements into the built environment;
- Increased opportunities for networking and skills development for those working in the creative industries; and
- Expanded opportunities, for young people and seniors in particular.

Careful consideration of the appropriate role or roles for Council is important when working out how to achieve cultural goals. Few can be achieved by Council alone. Rather, many organisations and people will need to work together to achieve the best results for Coffs Harbour.

## 1. Introduction

Culture encompasses imaginative, intellectual and artistic activity by individuals, groups and communities. It is through culture that people interpret their experiences, and express their ideas. For the purposes of this policy, the term “culture” includes but is not limited to:

- arts – music, performing arts, literature, film and visual arts
- creative industries – businesses selling products and services often with significant design and media elements<sup>1</sup>;
- language – specifically Aboriginal languages and community languages;
- community celebrations – such as Curry Fest and Harmony Day;
- built environment – the human designed aspects of the places where we live; and
- heritage and history – memories, traditions and experiences, sometimes expressed in objects, documents or stories.

Coffs Harbour enjoys an active and diverse cultural life. In a world that is increasingly competing for skilled residents and tourists, Coffs Harbour needs to build on its strengths in its people, location, and resources. Developing the capacity and furthering the depth of our cultural life, grows the attractiveness of Coffs Harbour for both residents and visitors.

The Coffs Harbour 2030 Plan (the 2030 Plan) outlines the key steps to allow the community to achieve its goals for the quality of life of present and future residents. These goals range across many areas of community life, consolidating around the ideas of sustainability, social justice and social and economic progress. In 2008, after extensive community consultation, Council endorsed the 2030 Plan as its map for the future of Coffs Harbour.

In line with the 2030 Plan, the new Cultural Policy and Cultural Plan will:

- 1) guide the cultural development of Coffs Harbour;
- 2) articulate the roles of the community and the Council in that development; and
- 3) establish priorities for community and Council action 2013-2016.

The Cultural Policy (the Policy) and the Cultural Plan (the Plan) will help the Council and the community to integrate and focus their efforts in significant areas which enhance the quality of people’s lives through:

- creative expression;
- recreational opportunities;
- new sources of income generation; and
- a shared and deeper understanding of the people who live in the region.

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<sup>1</sup> For a detailed definitions of “arts” and “creative industries” please see Attachment B

The key beneficiaries of the Policy and the Plan are:

- residents of Coffs Harbour, both present and future ;
- residents of the Mid North Coast region to whom Coffs Harbour is a major centre for employment, economic, education, cultural and government services; and
- visitors to the region.<sup>2</sup>

The Policy and the Plan together are an important opportunity to achieve a significant number of the outcomes, objectives and strategies identified and endorsed in the 2030 Plan. There are many ways in which the Council can ensure that its goals are reached. Careful consideration of the appropriate role or roles for Council is important when working out how to achieve cultural goals. Few of the goals can be achieved by Council alone. Many organisations and people will need to work together to achieve the best results.

In the 2030 Plan, Council's roles are identified as either:

- advocate – where the Council speaks up on behalf of the community;
- facilitator – where the Council provides help to other players to achieve the goal; and/or
- provider – where the achievement of the strategy is the Council's responsibility.

For a detailed list of the 2030 Plan components relevant to the Cultural Policy and Plan, please see Attachment A.

The Policy and the Plan acknowledge the extensive cultural activity and resources in the community, but concentrates most attention on the creation of new opportunities and required resources and those initiatives in which Council has a significant role to play.

### **1.1. Methodology**

The Policy and the Plan are informed by the previous “Arts and Cultural Development Plan 2006-2009” and considers comparable subject matter. Some of the activities begun then are still running, such as Youth Week celebrations, and others, such as the Interpretative Shelter at Muttonbird Island, have reached highly successful conclusions. Informed by community consultation, the 2030 Plan and the changing nature of Coffs Harbour, the directions proposed in this Cultural Policy and Plan are new, but are informed by past achievements.

The Council employed an officer to undertake a comprehensive cultural policy development, which included a literature review, site visits to Council-owned facilities, and comprehensive stakeholder consultation.

The stakeholder consultation included:

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<sup>2</sup>Visits to Coffs Harbour are currently estimated at 1.5 million overnight and day trips per annum.

**Attachment 2**

1. Interviews with individuals with significant current involvement with cultural activity in the Coffs Harbour region.
2. Regular meetings with a reference group of seven community members of diverse backgrounds and interests.
3. Focus groups sessions with arts educators and artists, creative industries professionals, young people and Aboriginal people nominated by local Elders.
4. A moderated online consultation process over a six week period. Each fortnight, three new questions were posted, and contributors responded with their thoughts and ideas. Over 100 responses were received. Some comments were very concise, but many others were substantial and clearly the result of much consideration about the cultural life of Coffs Harbour, both now and in the future. For further details and a summary of responses, please see Attachment D.

## **2. Cultural Policy – Goals**

Coffs Harbour City Council is committed to the vitality of the cultural life of Coffs Harbour and appreciates how important it is to the social health and economic success of Coffs Harbour. There are many possible future directions and choices, and it is important to identify those with the most benefits to the community at large.

Community members came forward with an impressively wide range of ideas, hopes and aspirations. Given the breadth of community suggestions in the extensive consultation process, potential projects and initiatives have been considered against the 10 goals below to select the best things to do during the next three years.

These goals have been distilled from the 2030 Plan (for more detail see Attachment D) and informed by research and community input. These goals form the basis for cultural policy in Coffs Harbour for the next three years.

Within the general parameter of cost effectiveness, the Coffs Harbour City Council is committed to enhancing:

- opportunities for the community as creators, students or audience members;
- the attractiveness of the region as a destination for prospective residents, in particular for highly skilled people;
- the attractiveness of the region as a destination for tourists;
- appreciation of the natural beauty of the region and the visual amenity of the built environment;
- appreciation and understanding of the diverse cultural heritage of the people of the region;

- understanding of and pride in regional Aboriginal culture and heritage;
- the growth of the local economy through increased development of creative industries;
- opportunities for skills development or engagement in education, in particular those relevant to the arts and creative businesses;
- opportunities, services or facilities for children or young people; and/or
- opportunities, services or facilities for seniors and people with disabilities.

Those projects or programs which will cost-effectively meet at least two, but usually several of these criteria, have been further researched and shaped and are at the end of each relevant section of the Plan. Section 14 *Strategies - New, changed or expanded programs and projects* - brings all these projects and programs together. While they can be achieved in the three year period 2013-2016, all are also building blocks for the outcomes of the 2030 Plan.

Council's role in achieving the outcomes of the 2030 Plan are either as provider, facilitator or advocate and Council's role for each project or program in this Plan is identified in the same terms.

### **3. Coffs Harbour in brief**

Coffs Harbour is located on the Mid North Coast of New South Wales, about 540 kilometres north of Sydney and 430 kilometres south of Brisbane. The local government area of Coffs Harbour encompasses a total land area of nearly 1,200 square kilometres, including many areas of exceptional natural beauty in national park, state forest, parkland, coastline and beaches. Settlement is based around the main town of Coffs Harbour, and the townships of Sawtell, Toormina and Woolgoolga, with many small villages and localities along the coast and inland. The Pacific Highway runs the length of the municipality and effectively bisects the Coffs Harbour CBD.

The traditional custodians of the Coffs Harbour area are the Gumbaynggirr Aboriginal people. The Aboriginal population is both younger and growing more quickly than the population as a whole.

European settlement dates from the 1840s, with land used mainly for agriculture and cedar logging. Significant development did not occur until the post-war years, particularly during the 1950s and 1960s. Rapid growth took place during the 1970s and 1980s, spurred by tourism. The population of the City grew from 15,000 in 1966 to 70,000 in 2011<sup>3</sup>. The population is predicted to reach between 95,000 and 100,000 by 2030.

In 2011, 17.9% of the population of Coffs Harbour was born overseas, and two or more languages were spoken in 6.6% of homes. These figures may be compared with 31.4% and 24.5% respectively for NSW as a whole. There is a large and growing Punjabi-speaking population. Coffs Harbour is a

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<sup>3</sup> ABS – Coffs Harbour LGA 2011 Census Profile. This figure includes visitors to Coffs Harbour on the census date.

**Attachment 2**

refugee resettlement area and continues to welcome people from countries including many African nations, Burma, Afghanistan and Iraq.

The major industries in the Coffs region include health, manufacturing and education as well as tourism and agriculture, particularly banana and blueberry production.

The City also has a good range of educational, health and transport facilities, including:

- Coffs Harbour Education Campus (CHEC), which includes Southern Cross University (SCU), TAFE NSW North Coast Institute and the Coffs Harbour Senior College;
- National Marine Science Centre and the UNSW Rural Clinical School;
- Coffs Harbour Base Hospital; and
- Coffs Harbour Regional Airport, which has daily direct services to Sydney and Brisbane.

In 2010, it was estimated that 216 staff were employed at the SCU Coffs Harbour campus to support the education of 998 equivalent full-time students. It has a significant positive impact on the range and number of skilled people in the Coffs Harbour community, as well as an important economic impact.

The City includes large shopping and service precincts and a multiplex cinema. There are over 25 Council or community-owned halls and similar facilities, including the Cavanbagh Community Centre. Some of the local schools have substantial facilities for performing arts in particular.

Other towns outside the municipality but within the region (up to 2 hours driving time) include: Bellingen, Dorrigo, Nambucca Heads, Macksville, Kempsey, Port Macquarie and Grafton. Residents of the Bellingen and Nambucca municipalities in particular often work in Coffs Harbour and/or use it as a centre for services, shopping and entertainment.



#### **4. Cultural activity in Coffs Harbour**

A vibrant arts and cultural presence is important to the livability of Coffs Harbour, as a place which offers a fully rounded lifestyle. Its importance is reflected in the 2030 Plan which emphasises the need for creative expression and recreation as important to the enjoyment of life in this region

There are many cultural activities available in Coffs Harbour, including:

- an exciting program of exhibitions by professional and community artists at the Regional Art Gallery and the Bunker Cartoon Gallery;
- an extensive program of festivals, markets and community celebrations;
- the Regional Conservatorium of Music, which offers musical education to schools and individual students including adults;
- a number of dance schools and community groups offering a wide range of dance classes for children and adults;
- practicing visual artists and craftspeople, some of whom operate their own galleries;
- the increasingly vibrant presence of multicultural events, such as Harmony Day and the African Ball, which reflect the diversity of the community;
- an annual program of community and professional theatrical performances at the Jetty Memorial Theatre;
- popular, rock and jazz music at commercial venues such as pubs and clubs;
- regular professional as well as community musical concerts at the Botanical Gardens, the Jetty Memorial Theatre and the Regional Gallery;
- well attended events at the City Library such as author talks, craft days and parent reading sessions and children's activities including the Summer Reading Club and weekly storytimes;
- a wide variety of musical performances and other cultural events at the CHEC organized by both the SCU Students Union and the Coffs Harbour Music Society;
- large scale performances such as OzOpera and events such as Dance Fever (900 competitors), at Sportz Central which is licensed for audiences of up to 1,000;
- commercial cinemas as well as film and screen events such as the Short Sharp Film Festival and the Refugee Film Festival;
- youth assets such as the Coffs Harbour Youth radio station, CHYFM, and the Street Art Studio;
- the ABC Open program, providing social and digital media education and projects in the community;

**Attachment 2**

- active dance, choral and musical groups, including a number encouraging the participation of older people;
- book clubs, the Coffs Harbour Writers Group and family history groups;
- community operated art facilities such as those at Sawtell and Woolgoolga; and
- creative industries and other relevant courses at TAFE and SCU.

Although serving a much larger region, both the offices of the Saltwater Freshwater Alliance and Arts Mid North Coast are also housed at the CHEC.

The Coffs Harbour City Council provides a range of infrastructure and services which support the cultural life of Coffs Harbour and the region. The Council has an important role in encouraging attractive and sustainable building design, including public art and in the provision of signage.

Council employs a cultural development officer and an Aboriginal development officer as well as other staff who work with the community on activities such as festivals and community celebrations (see Attachment C) which are attended by over 12,000 people per year. For example 4,500 people attended Harmony Day 2012 and a similar number attended the Japanese Children's Day this year.

In 2011, there were 22,000 attendances at the Coffs Harbour International Buskers & Comedy Festival (the Buskers Festival) which is owned by Council.

For more than 10 years, Council has directly supported local artists and cultural groups with an annual program of small grants, totaling over \$22,000 in 2011/2012.

Cultural functions include the provision, maintenance and staffing of:

- Libraries in Coffs Harbour, Toormina and Woolgoolga - 15,000 active borrowers, 410,000 annual loans;
- Jetty Memorial Theatre - in 2011, 141 performances and 18,200 tickets issued;
- Regional Museum - a new facility to open in early 2013;
- Regional Art Gallery - 18,000 visits annually; and
- Bunker Cartoon Gallery – in 2011, 8,300 visits.

The Council provides and maintains a large number of other facilities which are used as entertainment venues or by cultural groups as well as the community generally. These include parks, Sportz Central, community centres and community halls and the North Coast Regional Botanic Garden (the Botanic Garden). Council also contributes to Arts Mid North Coast, which supports arts activities in the wider region.

## 5. Coffs Harbour - Advantages and Constraints

Every community has its advantages, assets and capacities as well as its needs and constraints. If this policy is successful, Coffs Harbour will build on its existing resources, develop new capacity and minimize or overcome its constraints.

### 5.1. Advantages

As recognised in the 2030 Plan, community appreciation of the Coffs Coast natural environment and its beauty is very high.

Advantages and opportunities identified include:

- The attraction offered by the Coffs Coast natural environment and beaches to new residents and for tourists and the pride in this environment of existing residents;
- Existence of a regional airport to facilitate national and international visitation to our region;
- Strong culture of volunteering in the cultural sphere - festivals, the Bunker and Regional Art Galleries, Botanic Garden, the Regional Gallery and the Regional Museum, the Council's environmental volunteers and Community Ambassadors;
- The National Broadband Network (NBN) which will precipitate a much higher usage of technology, and reduce the economic costs associated with distance from large metropolitan areas; and
- The large numbers of community spaces which can be available for cultural activities, from performances to craft activities. Apart from Council-owned halls, there are substantial facilities at the CHEC and local state and private schools.

### 5.2. Constraints

While the Cultural Policy must be ambitious to engage the imagination and energies of the community, the strategies selected to achieve its goals must be selected with a realistic assessment of the resources available in and to the community as a whole:

- Coffs Harbour has a lower median household income than NSW as a whole. In 2011, the average weekly income in Coffs Harbour was \$902 versus a NSW average of \$1,237<sup>4</sup>. This means that the median household income in Coffs Harbour is 73% of the state average<sup>5</sup>;

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<sup>4</sup> ABS 2011 Census – Coffs Harbour LGA, usual residents

<sup>5</sup> The unemployment rate has traditionally been significantly higher in Coffs Harbour but the gap is shrinking and in June 2012 it was only 0.4% higher than NSW as a whole - at 5.8% in June 2012 versus 5.4%.

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- Measured by postcode, Coffs Harbour, and indeed all of the Mid North Coast, is in the 20% most disadvantaged areas in NSW, scoring particularly poorly in terms of disability, although education retention and internet access are slightly above average<sup>6</sup>;
- Tourism is a key industry in Coffs Harbour, but overnight trips by visitors to Coffs Harbour have dropped by 38% since 2003; and
- In terms of Council finances, following very significant investment in water resources, Coffs Harbour City Council had the highest debt service ratio in NSW in 2009/10. In a rating scale which ranges from 0.0%, which indicates no long term debt and no significant revenues committed to servicing long term debt (17 Councils), Coffs Harbour Council had the highest out of 152 NSW councils at 31.7%. While this ratio will improve markedly in the next few years, this illustrates the scale of competing demands on Council resources.

The community is very aware of opportunities and facilities available elsewhere and tends to point to the deficiencies in Coffs Harbour; but the above facts have ramifications across the whole of the Coffs Harbour economy. In terms of cultural facilities and services, the capacity of potential consumers to buy and the capacity of businesses to provide support and sponsorship are lower than in more affluent communities. The capacity of Council is also limited and this needs to be considered in the prioritisation of community aspirations.

## 6. Coffs Harbour in the future

Coffs Harbour is changing and will continue to change. Although this plan focuses on the next three years, it will form the basis of what comes next and should be informed by both local and national trends and developments

Some of these changes have a particular impact on options for cultural development in the mid-north coast:

- 1) The Pacific Highway will be a complete dual carriageway. This means faster travel times in particular on the Mid North Coast, where so much of the highway is currently single lane. This mean faster travel times between Mid North Coast centres: Coffs Harbour to Grafton will be under an hour; Port Macquarie will be well under two hours.
- 2) By 2030, the population of Coffs Harbour will grow to 100,000 with commensurate increases in the population in the Mid North Coast region as a whole. This will largely be the result of immigration, in particular domestic immigration of retirees.
- 3) There will be a national shortage of people with high skill levels, with a greater dependence on skilled workers from overseas.

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<sup>6</sup> *Dropping Off the Edge*, Prof Tony Vinson, 2007

**Attachment 2**

- 4) The national broadband network will be complete, transforming access to medical, educational, business and entertainment services and enabling the national and international distribution of locally-produced cultural products such as e-books, music and films.
- 5) Greater use of personal digital technology with a much higher proportional usage of tools such as smart phones, which will become ubiquitous infrastructure used by the overwhelmingly majority of the population.
- 6) The Aboriginal population will continue to grow strongly, remaining a younger population than the country as a whole. Coffs Harbour already has a higher percentage of Aboriginal people with 4.1% compared with 2.5% for NSW as a whole.
- 7) The national population will be older with a much greater proportion of people over 60. In 2011, 25 % of the population of Coffs Harbour was aged 60 years or over. This is projected to rise to up to 35% by 2031. There is a national trend for significant growth in the number and proportion of older people in our population, but the Mid North Coast will have the highest percentage in NSW by 2031.
- 8) More people will live alone. Coffs Harbour has a slightly higher than average number of people who live on their own. In 2011, it was 26.6% of the local population, and with greater numbers of older people living here, this percentage will increase.

Arguably less certain but nevertheless likely:

- 9) More frequent severe weather events, in particular wet weather during the summer school holidays. For visitors, this means that undercover alternative activities will become more important.<sup>7</sup>
- 10) The Australian dollar will be high for significant periods of time,<sup>8</sup> making destinations such as the South Pacific and Asia comparatively attractive for budget holiday makers.
- 11) The Pacific Highway will bypass Coffs Harbour. If so, there is the potential to create significant and adverse effects on Coffs Harbour's tourism industry, which is already facing considerable challenges.

### **6.1. Engaging new residents**

The projected increase in population in Coffs Harbour over the next twenty years is largely not from natural increase but from people relocating from other areas of Australia or elsewhere in the world. In addition, widespread skills shortages are predicted in professions such as engineering and health, and in many trades. A conservative estimate of labour supply at 2030 identifies a national shortfall of workers of 530,000.<sup>9</sup>

<sup>7</sup> <http://www.csiro.au/Outcomes/Climate/adapt-extreme-weather.aspx>

<sup>8</sup> <http://www.budget.gov.au/2012-13>, Statement 2 – Economic Outlook

<sup>9</sup> *Ageing and Work in 2030: In or out of our hands?* Louise Rolland, Professor Work and Ageing, Swinburne University of Technology

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Highly skilled people, from both Australia and overseas, will have a large number of choices if they choose to live outside a metropolitan area. Whilst Coffs Harbour has a number of lifestyle factors, such as proximity to beaches and national parks that are attractive to people considering a move, there is also a question of the opportunity for a fully-rounded lifestyle, of which cultural activities comprise an important part:

“Lifestyle questions play a role in the pull of individuals to regions. There is a growing body of academic research on the role of consumption, as opposed to productivity factors in migration decisions. Production decisions – can I be more productive and earn more money? – have long dominated thinking about migration patterns, but now consumption factors – how is the weather and what kinds of restaurants can I find? – seem to be playing a larger role ... Is there an exciting cultural scene, recreational opportunities? Pleasant climate and attractive physical surroundings? Open and tolerant attitudes towards ethnicity and lifestyles?”<sup>10</sup>

From this perspective cultural activities as a whole are integral, both as recreational opportunities and also as a visible expression of a welcoming and open community. Activities such as the Coast Out Festival, Harmony Day and Aboriginal community events are particularly important in this context.

**6.2. Culture and Tourism**

Overwhelmingly the visitors to Coffs Harbour, and the Coffs Coast Region as a whole, are domestic tourists who mainly visit here as families from elsewhere in NSW. They enjoy the beaches and scenery, although their satisfaction with their holiday is greatest if they visited Dorrigo or Bellingen as well. The key source market is other regional NSW with 34% of visitors, although Sydney and Interstate are only slightly less (29% and 28%, respectively).

The tourism facilities in Coffs Harbour are now dated. Most of the development and investment in infrastructure such as resort accommodation occurred in the 1980s and 1990s. This lack of new or updated facilities may be contributing to the decline in visitor numbers. There has been a 38% decline in overnight stays in Coffs Harbour since 2003, which is significant.

In a recent report for the Council, tourists' satisfaction with their visit to Coffs Harbour was assessed against both the NSW and as importantly, against the satisfaction at a selection of highly comparable municipalities, some of whom could be considered as competitors, such as Port Macquarie.

Surprisingly, despite its substantial natural assets, the municipality was poorly rated against both the state average and the subgroup in benchmarks in nature-based activities like visiting National/State Parks and bushwalking/rainforest walks and going on organized tours. Given the Coffs Coast Aboriginal Discovery tours and the Coffs Coast Ambassadors program, this suggests that visitors are not getting relevant information about local offerings.

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<sup>10</sup> A Tale of Ten Cities: Attracting and Retaining Talent, Michael Luis, prepared for the International Regions Benchmarking Consortium - [www.internationalregions.org](http://www.internationalregions.org), 2009

**Attachment 2**

Coffs Harbour also rated poorly in relation to cultural activities, like visiting history/heritage sites and visiting museums/art galleries. There were some experiences directly related to a cultural policy that scored well below the benchmarks, such as:

- To discover or learn something new (43%, 17 points below)
- To experience arts or culture (25%, 13 points below), and
- To experience our nation’s history (19%, 33 points below).

While the demand for most of these experiences would generally be expected from non-family visitors, to “discover or learn something new” is an experience that can work particularly well with a family-based market. As a 2010 study indicated, the ACT is an example where 77% of visitors in the family demographic sought this type of experience.

“Cultural tourism” can be a difficult concept to define, but it is concerned with visitors who make a trip to gather new information and experiences to satisfy their cultural interests. Examples of this include travelling to see an exhibition or to a festival, to learn a language or take a heritage walk. There is considerable evidence to suggest that cultural tourists tend to spend more than average.

For maximum benefit to the economy of the region, visitors should generally be encouraged to stay for longer periods of time. Council already supports events such as the Coast Out Festival and hosts the Buskers Festival, both of which encourage visitors to stay for multiple nights.

When the tourists themselves participate in the creative activities being undertaken, skill development and/or creative challenge can form the basis of active tourist experiences. There are examples of Mid North Coast cultural tourism events, such as Camp Creative at Bellingen, which are based on the combination of arts education and beautiful natural surroundings. Camp Creative, a not-for-profit organization, has been successfully operating a week-long, arts-based summer school for over 25 years. In 2012, it attracted 1200 people (and often their families) to its 63 courses, which covered performing arts, film and visual arts and crafts.

It is proposed that Council investigates the local potential for arts and heritage-based cultural tourism initiatives, with a particular emphasis on arts education initiatives. Council’s role would not be service provision but to examine the market potential and communicate findings to relevant local businesses, SCU and other entities which may have the capacity to build on findings. There is the potential here to draw on the experience of people in the broader regional community.

Strategy	Council Role	Comments/examples
1. Investigate opportunities for cultural tourism	Facilitator Advocate	Camp Creative is an excellent local example.

<p>2. Develop opportunities for increased sales by local artists</p>	<p>Facilitator Advocate</p>	<p>Annual arts market, displays, exhibitions, demonstrations and sales of local artists' works.  A large scale example is the Chelsea Sights and Sounds Festival Art Market.</p>
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**7. Building capability**

**7.1. Information, communication and promotion**

*“If you don’t know it exists, you don’t know it exists and you don’t go looking for it.”*

The biggest issue confronting anyone interested in cultural activities in Coffs Harbour is the absence of a good, comprehensive and predictably available source of information about events, activities, courses and places of interest. This is important not only to direct people to the right places for the activities that they are interested in, but also because of the way a prominent expression of the cultural life of Coffs Harbour shapes the way that the community sees itself. There are some gaps in the cultural life of Coffs Harbour, but those limitations are amplified by the lack of easily accessible information about the activities which are available.

Poor information and marketing impact on attendances at events and enrollments in programs. In turn, this situation makes it difficult to argue for better equipment and or more facilities when those available now are not fully utilised.

In community consultation, promotion and marketing of cultural activities and resources in the Coffs Coast region was widely considered inadequate, with a consequent low awareness of cultural activities, services and resources in our region. The terms which community members tended to use were “fractured” and “fragmented”.

There are in fact a large number of events, festivals, theatrical performances, workshops and arts courses offered in Coffs Harbour. Many of these are promoted in a way which only reaches their existing, often long-established, audiences. This limits the opportunities for audience development even amongst people who already have a demonstrated interest in culture. New residents and visitors to the region would, have a very difficult job in finding these activities, and many would conclude that the type of activity which they are interested in does not exist in the municipality.

Poor information also means that those events and activities already happening may not reach their full potential audiences and fail to achieve their targets in terms of ticket sales and attendances.

These problems are not unique to Coffs Harbour and indeed poor information will be found in many towns and cities. Building good information resources could, however, give Coffs Harbour an advantage to the benefit of residents and visitors alike.

Factors contributing to this inadequacy were considered to be:



- lack of easily accessible, comprehensive and current information on who does what, what's on and what cultural resources are available; and
- lack of a central 'clearing house' or date claimer for festivals and events, both community based and professional, in not-for-profit and commercial venues staged in the region; and
- poor and/or confusing directional and street signage for both cultural facilities and places of natural beauty.

There are three main categories of people wanting information:

- existing residents, both of Coffs Harbour and the region;
- new residents; and
- visitors.

### ***7.1.2 Existing residents***

The cultural e-newsletter "What's On" which is currently produced by the Council is well-regarded. It includes events, courses and funding opportunities and is distributed to about 600 people on an irregular basis between two and six weeks apart.

This publication should be predictable in its timing, for example to be distributed on the 1<sup>st</sup> of each month. With a regular distribution, contributors will know the dates when they must send material in and recipients will know when to expect it. Eventually, if the single information source (recommended below 7.1.5) is built, the newsletter can draw on this, making its production much easier.

The current newsletter, and the archive of previous newsletters, could also then be available on the Council website for anyone who is interested. This archive will also provide interested people with a good overview of cultural activities in the region.

There is a need for the assessment and rationalization of material currently produced in hard copy and distributed by post by Council facilities such as the Regional Art Gallery. The maintenance of separate mailing lists by the Council facilities is an overhead of some significance when operating with small numbers of paid staff. The practice does not promote audience development across the facilities. People who have indicated that they want to receive the information from one facility may well be interested in similar activities at other venues. For example musical performances are held at the Botanic Garden, the Jetty Theatre and the Regional Gallery but if you receive information from one of these, you will not necessarily hear about the others.

### **7.1.3 New residents**

The early communication of important information to new residents is important to help them engage with their new community. Poor experiences in finding opportunities for entertainment and/or to develop social networks may detract from their enjoyment of their new home.

Currently all new residents to the city have the opportunity to receive a bundle of information pamphlets about the city. Currently few do, less than 180 last year. Information about cultural facilities is limited to a few pages in one of the tourist booklets and no information is provided about programs and events.

New resident information as a whole clearly goes beyond the scope of the Cultural Policy and Plan, but there are ways in which information about cultural activities could be communicated to those making their home in Coffs Harbour early in their residency. For example, new residents could be provided with a cultural map, a community celebrations event calendar and an Aboriginal cultural map, with their first or second rates notice, as well as details about online sources of information.

### **7.1.4 Visitors**

The average annual number of visitors to Coffs Harbour over the past four years has been 1.5 million. Visitors, however, rate information services in the region poorly. Their level of satisfaction was rated at 26% versus 48% for comparable destinations. Previous experience, friends, family and the internet were the main sources of information to visitors, meaning that improved information to residents as well better online information could make a difference.

### **7.1.5 Single source – event information**

The axiom with information which is simultaneously required by different categories of user is “collect it once – use it many times”. This means that a piece of information such as the details for an upcoming concert should be entered once into a database, but that that information can be used in many different ways. For example, for a tourism website it would be appropriate to give highest prominence to events such as major festivals which would attract people to visit Coffs Harbour. But for the Council website, aimed primarily at residents, it may be appropriate to focus on low cost and community events. The same information about the concert would be available on both sites, but its prominence could be quite different. At the moment, the concert organizers would need to enter the same information into at least three different databases, with the result that most do not bother, and no one information source is comprehensive.

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Most of the information about events already exists in at least one of the following key locations:

- Discover Coffs Coast Events Calendar;
- The new Coffs Connect event calendar;
- The Coffs City Council Events Guide;
- *The Advocate* gig guide “Social Animal” (In Wednesday’s printed paper); and
- Arts Mid North Coast events calendar.

For a snapshot of information availability see Attachment D *Snapshot of events calendars*. Information is often in the database behind the Discover Coffs Coast site, even if the site categorization and prominence of events and activities is pitched at visitors rather than residents. The concept would be to extend this database, importantly include commercial entertainment, but to allow different views of events from different websites.

It is proposed that an external body be contracted to organize and put currently missing information into the database, in particular about commercial events such as rock concerts and events and activities at the CHEC campus. The most cost-effective manner to make this available is likely via a contract with a media organisation which already collects this, or related information for another purpose.

In the interim, it is suggested that the Council events calendar be turned off, with an icon linking instead to the far better maintained *Discover Coffs Coast* events calendar. Users could easily assume at the moment that the Council calendar represents all events, and that is significantly misleading.

Once redeveloped and a trusted, reliable source, the accommodation providers, community groups and cultural facilities could also be offered the opportunity to put a linked icon to the events database on their websites. Printed publications could also be encouraged to use the database as a source.

Smartphones are now ubiquitous infrastructure and are owned by a large proportion of the population. Special attention will need to be paid to the ease of search processes and the overall appearance of the relevant websites through mobile devices.

As with most apparently technical projects, biggest challenges will relate to the engagement of the current information providers and a clear and shared concept of the service to be offered. Commitment to the outcome, clarity of business rules and excellent project management will be required.

**7.1.6 Single source – participatory activities**

As well as events, there are some activities such as short courses, series of lessons or workshops, or regular meetings of hobby or reading groups, which are important especially for new residents to be able to find. This would currently be very difficult. As one community member put it: “If you don’t know it exists, you don’t know it exists and you don’t go looking for it”. An example of this would be the social artists’ sessions at the Regional Art Gallery every Friday. Once the single event source is established and working well, a comparable facility would support these activities.

Strategy	Council Role	Comments/examples
<p>3. Excellent online access to information about:</p> <ul style="list-style-type: none"> <li>• cultural and commercial events</li> <li>• courses and groups</li> </ul>	<p>Provider</p>	<p>Use Discover Coffs Coast as a base to consolidate a single source of commercial and non-commercial event information for Coffs Harbour (and immediate environs), working with commercial media providers.</p> <p>Use Community Connect to focus on information which is mainly for residents e.g. groups, regular programs, classes.</p> <p>Invite other providers of events calendars to link to these sources on a reciprocal basis.</p> <p>Link to these resources from all Council cultural facility websites and include link details in all cultural facility hard copy promotional materials.</p> <p>Regular assessment and reporting of completeness of listings and usage of the site(s) is necessary.</p> <p>Note: work has commenced on this strategy.</p>
<p>4. Timely hard copy information to new residents (both local and regional) about cultural activities and facilities - including map, calendar of annual events, sources of information about groups and activities.</p>	<p>Provider, facilitator</p>	<p>Expand and promote existing new residents packs to estate agents, public housing etc and on website</p> <p>Also available on the website and in an easy print format.</p> <p>Note: Considerable material already exists in disparate places, both produced by Council and other organizations.</p>
<p>5. Welcome signage (in both English and Gumbaynggirr).</p>	<p>Provider, Advocate</p>	<p>In particular, on the Pacific Highway entrances to Coffs Harbour and in the vicinity of the airport.</p>
<p>6. Clear, well-designed directional signage to cultural facilities (and the beach)</p>	<p>Provider, advocate</p>	<p>In particular along the Pacific Highway</p> <p>The Coffs CBD Masterplan will cover CBD related signage.</p>

Strategy	Council Role	Comments/examples
7. The Council's Cultural "What's On" newsletter rescheduled and distribution expanded	Provider	<p>Important that it is predictable in timing e.g. every month for both those providing information and those receiving it.</p> <p>Distribution to be expanded to all those currently receiving Council cultural facility promotional material.</p> <p>Once annually, the newsletter to be sent as an attachment to all Council's various newsletter subscribers with an invitation to subscribe.</p>

## 7.2. People, networks and skills

While it is a cliché that our most valuable resource is our people, it is undeniably true in relation to arts, creative industries and culture in general where the value of the output is directly related to the quality of ideas and excellence of execution. The skills needed for success are not just those related to the technical achievement of a product but also to the capacity to plan, manage and market that product, service or event. Opportunities can arise where creative people create personal and professional networks which can form and mutate as ideas and opportunities emerge.

### 7.2.1 Creative Industries

Many of the factors for the success of creative industries businesses, such as access to venture capital, are national and well beyond the scope of this Policy. Council's role in relation to these issues is to advocate to ensure skills development, advice and information services are available to, and utilised by, prospective and existing businesses in Coffs Harbour.

In 2006, 514 people were employed in Coffs Harbour in the creative industries, from publishing and architecture to television production and advertising.<sup>11</sup>

The success in both developing and attracting creative businesses in Coffs Harbour will depend in part on whether some aspect of the location provides an advantage:

- Business which gains an advantage from a particular aspect of the Coffs Harbour region, such as proximity to the beach or the forest, or access to whale watching or the local Aboriginal heritage. Businesses based on cultural tourism are an example; or
- Business which could be based anywhere – in which case lifestyle choices for workers and comparatively low cost premises are important. Software development and design businesses may fall into this category.

<sup>11</sup> ABS Census Data 2006. Data from the 2011 Census is not yet available on this topic.

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To enhance development of creative industries in Coffs Harbour, the following projects are highly recommended:

- Establishment of a monthly networking event for people working professionally in the arts and creative industries. It is apparent throughout the consultation process that even people with substantial professional interests in common do not know each other. As in other industries, it is in these relationships that business ideas develop and efficiencies are created, and it is very important to foster this development;
- Encouragement of access to skills development:
  - national small business business programs;
  - skills development specific to arts and creative business practitioners such as ArtsLaw;
  - business support services, including events, hosted by local business organizations such as Manufacturing Coffs Coast;
  - referral to programs such as the Copyright Agency Ltd's (CAL) Cultural Fund and Creative Industries Career Fund, which assist a wide range of creators to study or travel to develop their careers.
- Creation of a mentoring program of local retired people with high skill levels to work with artists, arts organisations and creative businesses; and
- Establishment of a regular information exchange opportunity for current or intending festival organizers to learn from each other and share information about local resources and marketing opportunities.

<b>Strategy</b>	<b>Council Role</b>	<b>Comments/Examples</b>
8. Regular (suggested monthly) networking events for people working professionally in the arts and creative industries	Provider	<a href="http://www.pecha-kucha.org/what">http://www.pecha-kucha.org/what</a> In this model of networking event, one or two speakers present 20 slides for a maximum of 20secs each, meaning that presentations are kept short and engaging.  Donation to cover refreshments - various venues including Regional Gallery.
9. Improved access to national skills development programs in particular in relation to business and marketing skills	Advocate	ArtsLaw provides information sessions on legal issues for those working in culture: <a href="http://www.artslaw.com.au/news/entry/auburn-artists-network/">http://www.artslaw.com.au/news/entry/auburn-artists-network/</a>  Australian Society of Authors online seminars.

Strategy	Council Role	Comments/Examples
10. Establishment of a mentoring program for local retired people of high skill level to work with artists, arts organisations and creative businesses	Advocate	Matchmaking “high end” volunteering by retired people with need by artists and arts organisations and creative businesses.
11. Establish a quarterly informal session for current or intending festival organisers	Facilitator	Information exchange between local festival organisers would be invaluable for those running or planning festivals in the immediate region for identifying resources, skills needs and development opportunities.
12. “How to plan projects and apply for grants” workshops - twice per year	Facilitator	Collaborating closely with Arts Mid North Coast.
13. Promote directory listing of local artists and creative businesses	Advocate	Link to Arts Mid North Coast directory, encourage registration by local artists of all artforms

## 8. Arts

### 8.1. Visual Arts

There are lots of reasons that people enjoy visual arts, both contemporary and historical. You may want to see beauty or appreciate expertise, or understand another view of the world, perhaps quirky or challenging. In a society bombarded with visual images particularly from advertising and on the Internet, the concept of ‘visual literacy’, understanding how images are constructed and what they can mean, is also of educational importance to young and old alike.

#### 8.1.1 Coffs Harbour Regional Gallery

Despite its restricted size, the Regional Art Gallery installs up to 16 exhibitions each year featuring significant Australian artists and promoting regional or emerging artists in a small Featured Artist space. The Gallery has its own national acquisitive art prize for still life painting – the Eutick Memorial Still Life Award (EMSLA). It hosts musical events, opera recitals, poetry readings and many other cultural events and an education program. There were approximately 18,000 attendances at the Gallery in the last year.

It is proposed that extended facilities should be built for the Regional Art Gallery, in particular new and expanded facilities for larger exhibitions, a workshop space for schools programs; and public programs should also be considered. Currently many of the exhibitions which are shown are not able to be shown in full because of the limited wall space at the existing facility, although the fees paid to

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the supplying organization remain the same. Without a display or retail space in the current gallery, educational and other material which accompanies exhibitions, such as catalogues, cannot be made available.

In terms of access by visitors and residents, a gallery has a particular advantage in that is open for a large number of hours most or every day and can also be used in the evenings. The Gallery has a significant program of musical performances, and in a larger facility with proper acoustic design, this program could also be expanded.

The capacity to display new media art (for definition see Attachment B) would both demonstrate the value of the NBN in Coffs Harbour and highlight the application of technology to art in a way which shows the contemporary insights of the Coffs Harbour community. New media art includes art which uses technology to display artworks, but also includes art which incorporates live streaming, simultaneous events and, in particular, interactive online activities. Large screens and excellent connectivity will be essential. For a facility like a gallery to have relevance to young people, it will need to acknowledge the central role the digital technology plays in their lives. While not practical in the current premises, any new facility will need to engage fully with digital arts and social media.

A consumer's role is shifting from that of being a passive receiver to an active contributor. As technology continues to enable new avenues for communication, collaboration, and circulation of ideas, it has also given rise to new opportunities for people to create their own content. For young people in particular the opportunity to create and show their work, particularly to their peers, can be very attractive.

If a new facility were built, the gallery would ideally be co-located with the proposed Aboriginal Cultural Heritage Centre (discussed below) or a redeveloped City Library (discussed below) as the synergies in the requirements with either cultural facility are considerable. In particular, facilities for children's and schools programs could be shared as well as reception, toilet and other facilities, maintenance and security. Depending on the budget and design, an outdoor but undercover performance area could be included, as suggested by a number of community members.

There are a number of issues for consideration with co-location of any cultural facilities. Relevant questions include:

- Are the functions of the facilities compatible in terms of community uses and benefits?
- Are there programming benefits likely from co-location eg school holiday activities?
- Would some spaces or services be provided more cost effectively to the community by being available for the use of more than one facility eg a digital arts area?
- Are there significant economies in operational costs likely in terms of shared marketing, maintenance, security, reception and the like?



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- Is co-location more attractive to those bodies or individuals likely to supply resources to the project, in particular construction costs, ongoing operational funding or land?
- Would the proposed co-location have any wider economic benefits for the community?
- Is it compatible with the Coffs Harbour CBD Master Plan?

In the meantime, at least one contemporary regional Aboriginal artist should be included in each annual program at the Regional Gallery.

**8.1.2 Pop up Galleries**

In community consultations, the concept of “pop up” galleries and studios in vacant commercial premises has been raised a number of times. The idea behind the concept of the pop up gallery or artist working space is that premises are not left disused and therefore unattractive to potential tenants, by allowing artists of various types to access premises on non-commercial terms for short periods of time. The idea is to both prevent the development of “dead zones” where there is no foot traffic, and to provide low cost exhibition and/or working spaces to artists of various types.

This approach is successful in Newcastle<sup>12</sup> and Sydney<sup>13</sup> and elsewhere in Australia and overseas, notably in London. This approach could work for the arts in Coffs Harbour, where unfortunately a number of prominent commercial premises are currently vacant. The pop up concept has successfully been used by the Regional Museum for exhibitions whilst it has operated without a permanent venue over the past two years.

This idea will need to be canvassed with property owners and real estate agents to come to fruition. Using agreements already in use elsewhere in Australia, revised according to requirements of the local property owners, this project could get underway with Council acting as a “matchmaker” between artist and property owner or by supporting another entity to take on this role.

**8.1.3 Art and utilitarian objects**

“Could we have more art that serves a purpose (park bench, bus shelter), more art and performance art in unexpected places, and more art that is less safe and that makes us think?”

Consistent with the community desire for the city to be more attractive, suggestions came forward to have distinctive, beautiful and/or thought provoking utilitarian objects in particular in high profile locations such as the CBD.

This is well-established practice internationally. Items which have the potential to be designed as sculpture, to incorporate distinctive design elements and/or provide surfaces for decoration include:

<sup>12</sup> Renew Newcastle, [www.renewnewcastle.org](http://www.renewnewcastle.org)

<sup>13</sup> “Retail Revolution in Oxford St” Sydney Morning Herald, 17 October 2012

Item	Examples
<b>park and street seating</b>	<p>Park and street seating has a long history of decorative and high end design elements. Materials can include stone, wood, steel, bronze, concrete, iron and mosaic. Perhaps the most famous example is Gaudi’s extensive mosaic seating in the Parc Guell in Barcelona.</p> <p>An international contemporary artist currently working in this field is Alexandre Moronnoz whose highly stylized <i>Snake</i> is currently being installed in Lille.</p> <p>Elsewhere, street seating has been designed and installed as part of community projects where artists or the wider community design new, or embellish existing seating.</p>
<b>bollards</b>	<p>There is also a long history of bollards incorporating sculptural elements such as small portrait busts or coats of arms to reflect distinctive historical or other aspects of a place. For example, at the University of Cambridge, bollards are designed to represent towers of books.</p> <p>Australian cities using bollards as opportunities for art include the famous bollards in Geelong which feature people from nuns to sailors and lifesavers.<sup>14</sup></p> <p>In other examples, bollards are used to display temporary art such as street art or textile art.<sup>15</sup></p>
<b>footpaths</b>	<p>The Tankstream Project in Sydney uses Aboriginal design elements embedded into pavements to mark the original flow of the Tank Stream through the city.<sup>16</sup></p>
<b>bus shelters</b>	<p>As well as permanent mural art, bus shelters can be used to host temporary exhibitions. <i>Urban Easels</i> was a recent public art exhibition spread across 44 Brisbane suburbs and featuring 28 artworks by 13 local artists. Taking up the spaces usually dedicated to advertising imagery, the project provided public access to art in unexpected places.</p>
<b>power substations</b>	<p>These objects have been used as canvasses for design in the ACT. Overseas, the artist Evol worked with stencils to transform the metal boxes into miniature replica buildings. <a href="http://www.evoltaste.com/">http://www.evoltaste.com/</a></p>
<b>lights and light poles</b>	<p>These elements of a streetscape can be highly distinctive. In Lyme Regis, UK, the Ammonite-design streetlamps reflect the town's location on the Jurassic Coast, a World Heritage site.</p>

Like public art in general, “useful art” can vary widely in what it communicates. Some will be memorial or refer to local history or the environment. Other designs might be quirky or amusing such as the “Bobby” shaped bollards in London or the penguin-shaped rubbish bins in Penguin, Tasmania. Other objects are essentially fine art objects, i.e. sculptures which you can sit on. Some

<sup>14</sup><http://www.intown.com.au/locals/geelong/attractions/bollards.htm>

<sup>15</sup> <http://pinterest.com/pandas4me/bollard-art/>

<sup>16</sup> <http://www.creativespirits.info/oznsw/sydney/sitescbd/tankstream.html>

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designs reflect a particular culture, and the idea of incorporation of local Aboriginal cultural heritage was suggested by a number of community members.

Strategy	Council Role	Comments/examples
14. Exhibition of temporary sculpture - outdoor, summer	Provider	<i>Sculpture by the Sea</i> is now available for hosting by regions. This event was the one most suggested by the community as a model. It may allow opportunities for local artists to show as well.
15. Pop up galleries and exhibition spaces	Facilitator	Renew Newcastle is well known nationally. Its vision is: "City revitalization through creative use of empty space". This short-term use for empty space is found in Melbourne and Sydney and internationally.
16. Establishment of a process of selecting high design utilitarian objects into council street furniture and other items in highly visible locations	Provider Advocate	As above
17. Establish maintenance protocol and budget for existing Council-owned or located sculpture	Provider	Assessment of condition of existing sculptures will be required.
18. 1. Functional specifications focusing on activities to happen in any expanded facilities for the Regional Gallery e.g. digital arts studio, outdoor exhibition space, etc.  18.2 Fundraising strategy, identifying public and private sources of funds and other resources.	Provider	The Coffs Harbour CBD Master Plan will identify potential locations for this type of facility.  There is a wide range of possibilities for how a regional gallery can be used. This strategy would see Council work with the community on project specifications to ensure the facility is "spade ready". Questions to be addressed early include whether collocation with the City Library is preferred.  This level of detail, with approximate costs, will allow development of a fundraising strategy which would likely include philanthropic, business and community contributions as well as funds from various levels of government.  A comparable development is Dogwood Crossing @Miles, an arts centre housing an art gallery, IT centre, library and social history displays.
19. Arts projects associated with community celebrations	Provider	For example: craft based - using existing skills of nursing home residents to create exhibitions such as <i>The Chook Project</i> , begun for the Black Saturday bushfires survivors in Victoria.

**8.2. Literature**

**8.2.1 Coffs Harbour City Library**

There are three key contributions that a public library makes to the community:

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1. Resources: The library holds and provides access to a wealth of resources, books, magazines, digital resources and the Internet, which people can use to explore differences, promote heritage, learn about solutions to problems, and extend their knowledge. Very importantly, these resources are available at little or no cost to the user.
2. Expertise: Library staff offer skills and support in finding the right information resources, both held in the library and from elsewhere. They run story times for children, author events, support book clubs, recommend a good book for relaxation or help an adult find literacy materials.
3. A safe and welcoming place: A library is a publicly-owned building which is available to all members of the community, regardless of age or background, for many hours a week, and which has potential for a wide variety of informal, social and educational activities.

The Coffs Harbour City Council operates a library service with branches in Coffs Harbour, Toormina and Woolgoolga, as well as a library service for housebound people. In 2010/11, it provided:

- loans: 410,720
- public internet/computer bookings: 44,910
- visits (door counts): 281,042
- programs and events attendance: 10,847

The State Library of NSW supplies standards for the comparative assessment of 21 aspects of library management and facilities, such as size of collections, usage of holdings and size of facilities. These are considered in relation to exemplary (best practice), enhanced (good) and baseline (minimum acceptable) standards on a per head of population basis. Of the 20 standards for which information is available, the Coffs Harbour City Library is able to meet just five of the minimum standards.<sup>17</sup>

Three measures of particular concern are:

<b>Standard</b>	<b>Exemplary</b>	<b>Enhanced</b>	<b>Baseline</b>	<b>Coffs Hbr</b>
Library expenditure per capita	\$ 54.93	\$ 46.46	\$ 41.18	\$ 22.62
Expenditure on library materials per capita (i.e. books bought)	\$ 5.47	\$ 4.66	\$ 4.14	\$ 2.67
Visits to library per capita	6.2	5.6	5.0	3.9

<sup>17</sup> Living Learning Libraries – Standards and Guidelines for NSW Public Libraries, State Library of NSW, 2011

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Very much less than the minimum standard is spent on the library than elsewhere in NSW and unsurprisingly people in Coffs Harbour use the library less than other people in NSW. Given the socio-economic situation of many residents, it is highly unlikely that they are buying more books than elsewhere.

The Library also experiences significant restrictions with the size of its premises.<sup>18</sup> It presents an extensive range of children's activities including: weekly storytime sessions for preschoolers, outreach storytime for special events and festivals, Ten Minutes a Day early literacy program for parents, regular school holiday activities for children, Youth Week activities and short story competitions and the Summer Reading Club for children. The library also offers a home library service for housebound residents, a service for Book Clubs, themed displays, and regular author talks and community information sessions.

While the physical premises are small in terms of the population of the city, it is difficult to see how external funding providers would be persuaded to invest in new premises whilst annual expenditure of things like books and staff fall so far below acceptable standards.

As people age and their physical capabilities change, they retire and have opportunities for recreation; libraries can become more important in their lives. A significant proportion of library users are already elderly and this will rise in the coming decades. As many of these older people will live alone and may have recently moved into the region, the library seems an obvious place to host regular group activities to support social interaction and the opportunity to make friends. While book clubs for new elderly residents will be important, other possibilities include writing workshops and family history programs. The continuation of the existing relationship with ABC Open to provide education in social media and other skills will remain important.

The Library's emerging e-book resources, while small at present, has considerable potential for improved service to the community. This type of resource has advantages both to library management in reduced storage and handling requirements, and to users in access to diverse and audio-visual materials. The loan of e-book readers has particular advantages for readers with sight problems as the font size and contrast levels are able to be adjusted to suit the individual's vision.

The Library has identified its relationship with the Aboriginal community as an area for future development. The type of program for discussion with the community could include:

- Aboriginal history and heritage projects;
- story telling sessions at community venues;
- introducing parents to the library and its resources; and

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<sup>18</sup> The current size of the central library (including work areas) is 986 m<sup>2</sup>. State Library guidelines for a central library commensurate with the Coffs Harbour population suggest that the appropriate size would be between 2,400 and 2600 square metres.

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- support for new parents in choosing books and regular reading to their children.

**8.2.2 Community writing**

While in concept the scope of Northern Rivers Writers Centre, based in Byron Bay, extends its services as far south as Taree, in practice it is only able to offer online and telephone services to the Coffs Harbour region. In Byron Bay, the centre offers face-to-face workshops for adults and young people in writing and publishing. Comparable skills development opportunities are offered in this region during the Bellingen Readers and Writers Festival and on occasion at the City Library and/or the SCU. The Coffs Harbour Writers Group also provides mentoring, networking and workshops to help people to improve their writing skills.

Strategy	Council Role	Comments/examples
20. Increase the resourcing of the City Library collections and size of facilities to the minimum acceptable standard as assessed by the State Library of NSW.	Provider	For more detail please see the Coffs Harbour City Library Strategic Plan – Moving Forward: Coffs Harbour City Library 2012-2016. Note: This Plan was adopted by Council on 25 October 2012.
21. Assessment of role of book clubs for new residents	Provider	A number of libraries offer this service such as the libraries of the Brisbane City Council and the ACT. For example, the Gungahlin Library runs a specific book club for over 60s.
22. Poetry and prose readings in natural environments	Facilitator	<ul style="list-style-type: none"> <li>• The Poets Picnic <a href="http://www.woollahra.nsw.gov.au">http://www.woollahra.nsw.gov.au</a></li> <li>• Paddle with a Poet at Bellingen Readers and Writers Festival</li> </ul>

**8.3. Performing Arts**

During 2011 there were 141 community and professional performances, either theatre, music, film or dance, at the Jetty Memorial Theatre. Overall 18,000 tickets were issued for performances at the Jetty Memorial Theatre in 2011.

The seats ticketed, either complementary (free) or paid were;

<b>Number of tickets issued (% of capacity)</b>	<b>No. of performances</b>
1 – 62 (up to 25%)	25
63 – 125 (26 – 50%)	48
126 – 187 (51% - 75%)	38
188 – 250 (76% - 100%)	30
<b>TOTAL</b>	<b>141</b>

The Jetty Theatre has a capacity of 250 seats. Of 141 performances, seven were ticketed at 240 or more. This means that the theatre was at or near the capacity of the theatre for 5% of all performances.

The topic of a large scale theatre or concert hall in Coffs Harbour has arisen frequently during community consultations and indeed has been advocated by a large proportion of those consulted. Such a theatre would seat between 600 and 1000 depending on the aspirations of the person concerned.

Although as a long-term vision this is appealing, on investigation there is not a strong argument for the construction of such a facility in Coffs Harbour in the next three years. A report to Coffs Harbour City Council, 9 February 2012, outlined the capital and annual costs associated with a large scale performing arts facility. The report compared the construction costs, expenditure and income related to the Glasshouse Arts, Conference and Entertainment Centre (the Glasshouse) at Port Macquarie, and performing arts centres at Dubbo and Shoalhaven. A large theatre is likely to cost in the order of \$20 - 25 million and would have annual operating costs (expenditure minus income) of between \$1.1 million to \$2 million plus depreciation.

While the desire for the prominent expression of the cultural life of the city through a large facility is understandable, it is important not to confuse that desire with the comparatively restricted scope of what such a building could achieve for the community as a whole. It is also important to realize that it is possible to acknowledge the importance of culture to the region in other visible ways, including those less expensive initiatives proposed in the *Visual Arts* section above.

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In terms of benefits to the community of Coffs Harbour, community and professional performing arts offer similar but differing opportunities.

Community-based performing arts offer:

- the expression of the creativity and skill of the members of the local community, including young performers;
- the development of often long term and productive social relationships through the achievement of a project with a group of likeminded people; and
- entertainment to audience members.

Professional performing arts offer:

- opportunities for the community as audience members to view shows from elsewhere in the country, to view highly developed skills and perspectives from people who have chosen to commit their careers to excellence in performing arts; and
- opportunities for the community to receive insight and skills development through workshops, performance discussions led by directors and performers and advanced classes.

These sectors neither individually nor together currently offer a compelling case for the scale of investment required for a new theatre within the resource constraints of the Coffs Harbour community.

**8.3.1 Community theatre**

The local theatre groups predominantly use the Jetty Memorial Theatre to perform a wide range of theatre from musicals to drama and comedy. While they would enjoy expanded facilities, the local community theatre groups do not pay for the use of the Jetty Theatre facilities at a commercial rate. There is no evidence that local community theatre groups would be able to afford the hire, and access to specialist staff, for a full scale theatre of 600 seats plus (i.e. over twice the size of the Jetty Memorial Theatre at 250 seats). There is also no evidence that the audience for community theatre would be able to fill a larger venue. In 2011, the average number of tickets issued for the most attended community theatre shows at the Jetty Memorial Theatre was 168.<sup>19</sup>

In order for community performing arts to flourish, there is certainly a requirement for physical resources such as buildings; but for the ongoing development of the community theatre sector in particular, the continuing development and extension of the skills of the community participants is a key aspect.

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<sup>19</sup> *The King and I*, 17 performances and *The Invisible Woman*, 8 performances.



### ***8.3.2 Professional theatre***

There is not a large amount of professional performance product available to Coffs Harbour which requires the scale of facility under discussion, and there is no guarantee that there would be sufficient product in the future to supply a regular and predictable program to such a facility.

As a point of reference, in May 2012, the professional performances offered at the Glasshouse for the remainder of the year were compared with those offered in Coffs Harbour. Of the thirteen shows in May to December of the Glasshouse Season 2012, six were also presented at the Jetty Memorial Theatre, which also hosted one further show which had been at the Glasshouse earlier in the year. A further concert performed at the Glasshouse during this period was performed in Coffs Harbour at the Botanic Garden.

There were therefore six shows, totaling ten performance nights, where the company or individual performer made the decision not to perform in Coffs Harbour. Of these, one was a one-man show, so venue size, either in terms of staging, audience capacity or both can have been a factor in the decisions for five shows not to present in Coffs Harbour. One of these five shows - OzOpera - was in fact available to Coffs Harbour for performance at Sportz Central, where it had been held in previous years, but could not be staged in 2012 because of high demand on the human resources of the local host organization.

### ***8.3.3 Regional Facilities***

In this situation it is better to maximize the use of regional facilities, in particular the Glasshouse. Port Macquarie (PMQ) is currently 2 hrs 15 mins from the Coffs Harbour CBD. With the completion of the dual carriageway to PMQ in the next few years, this will be reduced to well under 2 hours. PMQ has taken on a considerable economic burden in the construction and management of the facility, and in many ways the best argument for a comparable facility in Coffs Harbour would be the notable success of this facility.

An appropriate goal for cultural planning in Coffs Harbour is not necessarily to build a comparable facility here, but to enable the people of the region to have access to the stimulation and recreation of a wide variety of professional theatre and concerts. In that context, the Glasshouse can be seen as a regional asset to be accessed by Coffs Harbour residents. Discussions could be held with bus operators and community groups to facilitate transport to the Glasshouse for those shows which cannot visit Coffs Harbour – that was nine performances in May to December 2012. It would be consistent with the objectives in the 2030 Plan that Council act as a facilitator and provider to increased public transport usage and reduced car usage. Also discussions could be held with the management of the Glasshouse in regard to matinee performances, which would reduce the need for overnight stays for individuals and groups from Coffs Harbour.

**8.3.4 Live broadcast**

While it does not replace the full experience of live theatre, there is also an increasing move to the cinema broadcast of live theatrical performances from companies of national and international caliber. For example the National Theatre (UK) now offers regular live broadcasts of performances from London; the Black Swan Theatre Company from Western Australia offers broadcasts from Perth. In an environment where the touring of large-scale productions is increasing costly, Coffs Harbour's early access to the capacities of the National Broadband Network will prove very important in ensuring that the local community has access to this enrichment.

**8.3.5 The future**

While there is not a current argument for a large theatre in Coffs Harbour, this situation could change in the future and should be reassessed in depth every three to five years. Developments which, in combination, could change the arguments in favour of a performing arts centre include:

- The completion of the Pacific Highway dual carriageway at least as far Grafton to the north and Kempsey to the south. Not only could Coffs Harbour people visit regional facilities more easily, but those regional residents, who may currently avoid going on the highway at night, could be encouraged more readily to attend evening performances in Coffs Harbour;
- Consistent sellout seasons at the Glasshouse in Port Macquarie, suggesting unmet regional demand;
- Consistent sellout seasons at the Jetty Memorial Theatre and the CHEC theatre, again suggesting unmet demand; and/or
- The initiation of commercial development plans for a large scale convention centre, where significant non-cultural use of a large theatre could be assured. This type of development is the most likely factor to change the business case for a large theatre.

**8.3.6 Music**

In community consultations, there was acknowledgment of the importance of the music education for young people in Coffs Harbour. Outside of school, formal music education is currently provided by private teachers and the Coffs Harbour Regional Conservatorium. Informal training (i.e. not resulting in a formal qualification) is also provided by groups such as the Coffs Harbour Musical Society.

An issue which was raised by the community is the inclusion of music and other cultural activities into sports events. Given the high priority given to sport by the Council in particular, it was widely felt that those local musicians, and other performers, who are attempting to forge professional careers, should be given an opportunity to perform before games and during half time. It was considered that this would add to the audience's enjoyment and would give local people opportunities to develop their skills through valuable live performance experience.

**8.4. Film and screen culture**

The multiplex cinema in Bray St, assures the supply of films in commercial release to the region. Independent screen culture is showcased at annual events such as the Short Sharp Film Festival and the Refugee Film Festival.

There is some community disquiet about a future owner possibly closing the Sawtell Cinema, which is currently on the market. It shows a variety of films including some which are not shown at the multiplex. The future of the Sawtell Cinema will be resolved by commercial players and is beyond the scope of this paper.

On the other hand, expanded access to independent Australian, arthouse and foreign films is an important aspect of developing cultural richness and diversity in Coffs Harbour. A film society operating at the commercial multiplex or at the Jetty Memorial Theatre or at a redeveloped Sawtell Cinema would add to the cultural opportunities in Coffs Harbour.

Many Australian towns have established film societies. For example the aim of the Dubbo Film Society is:

“to bring quality films to an audience which is looking for a cinematic experience beyond the mainstream line of films on show at the commercially-run cinemas. The Society is able to hold its screenings at a venue which offers the full cinema experience but in a format which permits social engagement of its members.”

Strategy	Council Role	Comments/Examples
23. Access to regional facilities including the Glasshouse	Facilitator	Establish processes to organise transport to cultural activities which will not be available in Coffs Harbour
24. Regular review of the business case and opportunities for a Performing Arts Centre	Facilitator Provider	An in-depth reassessment every three – five years with particular emphasis on: <ul style="list-style-type: none"> <li>• available touring product, in particular in comparison with the Glasshouse;</li> <li>• demand on existing facilities such as the Jetty Memorial Theatre; and</li> </ul> potential complementary commercial developments such as a convention centre.
25. Monitoring of comparable facilities and ongoing collection of information	Provider	Selection of and establishment of relationships with appropriate comparable facilities. Consolidation of information each six months with a report to Council if requested.
26. Establish film society to screen Independent, Arthouse and Foreign films	Facilitator	<a href="http://www.dubbofilmsociety.com/about-us">http://www.dubbofilmsociety.com/about-us</a>
27. Access to real-time (i.e. direct from the live performance) national	Advocate Facilitator	Real-time broadcasts are already made by: <ul style="list-style-type: none"> <li>• National Theatre (UK)</li> </ul>

Strategy	Council Role	Comments/Examples
and international theatrical and musical performances.		<p><a href="http://www.nationaltheatre.org.uk/52876/national-theatre-live/contact-us.html">http://www.nationaltheatre.org.uk/52876/national-theatre-live/contact-us.html</a></p> <ul style="list-style-type: none"> <li>Black Swan State Theatre Company (WA) <a href="http://www.bsstc.com.au/community/live-broadcast-2012/">http://www.bsstc.com.au/community/live-broadcast-2012/</a></li> </ul>
28. Increased opportunities for local live music in community events like fairs, agricultural shows and sports events.	Advocate Facilitator	Various events such as markets already have music. The intention is to expand opportunities and discover new ones.
29. Support the completion of the Coffs Harbour Regional Conservatorium student performance space.	Advocate	Monitor opportunities such as grant rounds and philanthropic trusts to source funds for completion of the performance space.

## 9. History and heritage

### 9.1 Aboriginal arts, heritage and language

“Faced with the 'MacDonaldisation' (of tourist destinations), emphasis should be placed on the social, cultural and natural heritage of the cities, and such heritage should be the object of tourist attention.”<sup>20</sup>

Aboriginal culture is of interest to both residents and visitors and the absence or perceived absence of access to this culture is frustrating to people who would like to develop a deeper understanding. In terms of history and heritage, the Aboriginal people of the region have much to offer to both visitors and residents, to both Aboriginal and non-Aboriginal people. Its appropriate communication can also be a source of pride to the Aboriginal community. Those visitors who engage in an Aboriginal cultural or heritage activity also tend to spend more than other tourists.<sup>21</sup>

Community consultations have consistently raised the question of access to Aboriginal heritage in the region. A significant proportion of those consulted have talked about their desire to show visitors aspects of local Aboriginal heritage, to see Aboriginal art and understand something of Aboriginal language.

Aboriginal culture is an area in which the Mid North Coast has significant strengths to build on:

- The Coffs Harbour Local Aboriginal Land Council is located in Coffs Harbour but also covers much of the Bellingen and Nambucca Shires. Cultural and heritage concerns are integral to

<sup>20</sup> *Urban Rebranding: the reinvention of city places*

<sup>21</sup> Indigenous Tourism in Australia: profiling the domestic market, Tourism Research Australia, Canberra, 2010

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its role and the potential for economic benefits from this heritage to the community is very important;

- The Saltwater Freshwater Arts Alliance Aboriginal Corporation (SWFW) is a regional body for Aboriginal arts and culture on the Mid North Coast of NSW, Australia. Its offices are based at the CHEC Campus in Coffs Harbour. SWFW is funded through an alliance of ten Local Aboriginal Land Councils throughout the Mid North Coast region. Amongst other projects, SWFW is working on heritage and cultural material for the Legendary Pacific Coast project – a smartphone application which will be launched later in the year;
- The Coffs Coast Aboriginal Discovery (CCAD) is managed by the NSW National Parks and Wildlife Service, and offers a face-to-face education and interpretation program that aims to increase understanding of Gumbaynggirr Aboriginal culture, history and traditions. This year the program won the Gold Award at the Qantas Australian Tourism Awards for Indigenous Tourism. CCAD has been operating since 2006 and is delivered to up to 5,000 people a year. Guided bushwalks, spotlighting tours, canoe trips, slideshows, and tag-along 4WD tours are delivered in national parks, schools and other locations. These are run by Aboriginal *Discovery* Rangers in conjunction with local Aboriginal corporations and land councils. All materials are developed in consultation with the local Aboriginal community, including Elders, to ensure it is culturally appropriate and accurate. A major initiative, developed in a successful partnership with the Council, in 2010-11 was the construction of an outdoor art, education and cultural heritage venue, Miirral Giidayn, at the base of Muttonbird Island Nature Reserve, currently nominated for substantial national and international awards;
- The Yarrawarra Aboriginal Cultural Centre at Corindi Beach in the far north of the municipality includes accommodation, a catering facility, bush tucker walks and other cultural activities as well as a small gallery and a collection of heritage objects; and
- The Muurrbay Language Centre teaches the Gumbaynggirr language. While located in Nambucca Heads, outside Coffs Harbour local government area, Muurrbay is a valuable regional resource for the expression of Aboriginal cultural and heritage.

**9.2 Aboriginal Cultural Heritage Centre**

“We need a Coffs Harbour Cultural Centre, where the myths, legends, art, crafts, storytelling, songs, ceremonies and language of the Gumbaynggirr people can become a significant part of other cultural pursuits.”

“There could be a museum component. There could be language workshops, craft workshops, painting workshops for children and adults. Book readings, story telling, dance workshops and

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shows.....the list goes on. It is my experience that there is a real thirst for knowledge for all things indigenous/Aboriginal from overseas tourists.”<sup>22</sup>

This is the type of facility which, if appropriately located, designed and programmed, would meet the greatest number of the selection criteria identified in Section 2. As discussed, a current deficit for visitors to Coffs Harbour is a very low level of access to heritage and cultural activities in general. Access to a facility with interpretation of Aboriginal heritage and culture and Aboriginal visual arts may help address this lack. It would also create a wet-weather facility for children’s activities during school holidays. With a growing Aboriginal population, a sense of pride of the community in the value put on their heritage is even more central to the social health of the community.

There are a number of key aspects for the concept to work:

- A very high visibility location – this centre is about acknowledgment, education, entertainment and retail sales where appropriate;
- A high quality and consistent level of interpretation resources and of art and heritage products for sale; and
- An emphasis on children’s holiday and school activities related to the purpose of the centre.

**9.3 Interpretative signage**

For similar reasons, it is proposed to extend the use of the language of the Gumbaynggirr people on signage in locations such the airport, the Coffs Creek walk, the Regional Botanic Garden, and the entrance to the marina walk to Muttonbird Island. There are many forms such signage could take including integration into an existing built object such as a footpath.

Strategy	Council Role	Comments/examples
30. Feasibility study into Aboriginal gallery and heritage interpretative centre	Advocate Facilitator	The centre would also direct visitors to other aboriginal cultural experiences such as those offered at Yarrawarra and at Muttonbird Island.
31. Publish an Aboriginal heritage map of the Coffs Region including an Aboriginal events calendar	Facilitator	Queensland publishes a comparable map of high quality.
32. Interpretative signage at airport and entry points into Coffs Harbour	Provider	Prominent location is key
33. Incorporation of working exhibits into community festivals eg creation of didgeridoos, baskets etc	Facilitator	Events such as the annual Saltwater Freshwater Festival already incorporate working exhibits. The intention is to broaden exposure of Aboriginal culture at events in

<sup>22</sup> Community members’ comments from the online forum at [www.coffsculture.wordpress.com](http://www.coffsculture.wordpress.com)

		the Coffs region.
34. Increased access to Aboriginal local heritage items through collections management and digitisation where appropriate	Facilitator Advocate	Library to develop relationship
35. Inclusion of a regional emerging Aboriginal artist in the Regional Gallery annual program	Provider	From 2014 onwards

**9.4 Settler History**

The Regional Museum will shortly re-open following its removal from a flood-affected building. It will provide an attractive facility for the display and interpretation of history in the district. The Museum operates outreach exhibitions at venues such as the Big Banana and the Palms Centre as the opportunity emerges.

*Picture Coffs Harbour* is a joint project of Coffs Harbour City Library and Coffs Harbour Regional Museum, and aims to digitally preserve and improve access to historical pictures significant to the Coffs Harbour region. These pictures are drawn from the Library's and, in particular, the Museum's collections. The images depict all aspects of life in the Coffs Harbour region from earliest settlement in the 1890s through to more contemporary pictures. Work commenced on the project in January 2008 and over a thousand records have been created to date, with the aim of digitising an estimated 10,000 historical photographs altogether.

Given their experience, there is the potential for those involved in this project to assist others, such as Aboriginal organisations, to plan and execute digitization projects.

**10. Built and natural environments**

Consultations showed the community pride in the beauty of the natural surroundings in Coffs Harbour and a lot of the comments suggested the integration of cultural aspects into this environment. There is considerable community disappointment that the built environment of Coffs Harbour does not reflect or complement the natural beauty of the region. The visual clutter of the Pacific Highway in particular was mentioned in consultations and the real possibility that travelers could pass through the town without knowing of the beauty and proximity of the beaches on one side of the highway or the mountains and views on the other.

The absence of welcoming signage on the Pacific Highway entrances to Coffs Harbour was seen as a lack of community self-respect e.g. “we don’t even have a welcome sign!”

Signage in general in Coffs Harbour attracted a lot of negative comments in consultations. Tourists’ satisfaction with signage in Coffs Harbour is also very poor: 24% versus 36% for the comparable

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municipalities. Dissatisfaction with both directional and site signage was raised by a number of those consulted, reflecting on both their own experience and that of visiting family and friends:

“When you get to the Plaza, you wouldn’t know that you could turn off and be less than one km to the beach.”

Community suggestions of particular merit include:

- Establishment of a process of selecting high design utilitarian objects into council developments and refurbishments in highly visible locations with locally distinctive designs;
- The erection and well-considered placement of flag poles with attractive banners can add to a festive sense and would be a useful adjunct to the community celebration program run by Council;
- Sculpture should be placed where it can be seen clearly— there is difficulty placing sculpture in an already visually cluttered environment; and
- Integration of cultural material such as Aboriginal design or environmental poetry into interpretative signage.

## **11. Community celebrations and cultural diversity**

Council supports a suite of well-attended community celebrations (see Attachment C) often at the Botanical Gardens, such as Harmony Day and the Japanese Festival of Children’s Day (Japanese Children’s Day) or the Jetty Memorial Theatre, such as the Refugee Film Festival.

A number of these celebrations have a particular focus on the cultural diversity of the Coffs region. They provide opportunities for members of diverse cultures to show living aspects of their heritage – from dancing, music, visual arts and crafts – and to share their foods with other residents and visitors.

This creates a suite of opportunities on which to build further cultural development activities where the aspect of the existing event becomes either the launch or culmination of a project. It is suggested that children and young people become the particular focuses for these extensions.

## **12. Children, young people, seniors and people with disabilities**

### **12.1. Children**

- At school

Schools in the Coffs Harbour region often invite artists of various types into their schools and this activity could be extended.



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Regional festivals, professional theatre and music events and community celebrations bring performers, writers and other types of artists into the area. This creates opportunities for schools to invite artists from outside the region to extend their stays to share their skills and experiences at schools.

Short extension programs can involve workshops, demonstrations or talks at interested schools. An important aspect of such contact is that students realize that finished creative products, such as books and films, are produced by real people and are usually the result of a lot of work over a long period of time, often with setbacks along the way. This can be encouraging to young people who realize that they should not expect perfection on their first attempts at, say, making a video clip, and that persistence is as important in creative projects as in other aspects of life. It can also increase their appreciation of arts as audience members.

Schools in the region can also consider longer and deeper involvement with artists both from the local region and elsewhere through Artists in Schools programs. This will provide students and teachers with first-hand opportunities to work with professional artists over a period of time, enriching school arts programs and encouraging future artists and arts audiences in all art forms.

- School holidays

Both visitors and residents will appreciate undercover sessions for children during school holiday, especially during wet weather. It is proposed that each Council facility investigate its capacity to host further classes or workshops during school holidays (there are already some, such as those run by the library) and promote them to schools, parent groups and visitors. This is the type of program which could become a feature of any extension of cultural facilities in Coffs Harbour.

- After school activities

There are a number of programs offered to children after school, from formal music education at the Regional Conservatorium to informal art sessions at a street art studio. Together with sport, these activities are so many and so varied as to make further development of general programs a comparatively low priority in the absence of deeper assessment.

## **12.2. Young People**

“Coffs Harbour is a great town, it has sun, beaches and a beautiful countryside. However, there is just NOT enough to do for the Coffs Harbour youth when it comes to live music and arts...Please for the good of the community, we need a live youth music/arts venue. Let’s not be just a sunny retirement village.”<sup>23</sup>

The things we do together as groups and communities give us a sense of collective identity, a sense of place and a sense of belonging. Live events are an integral part of youth culture, giving opportunities to socialize and enjoy an alternative to digital viewing and listening. Atmospheric venues for under

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<sup>23</sup> The Coffs Coast Advocate, 30<sup>th</sup> June 2012. Online comments on article “Don’t stop the music”.

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18 music are in particularly short supply in Coffs Harbour, and the recent (possibly temporary) closure of the most locally well known venue further restricts this age group. In this environment, Council has the opportunity to take a positive role by assisting those providing entertainment to find alternative spaces suitable for no-alcohol events. This is an area where local government can take a positive role in relationship to youth and provide a real opportunity for the enjoyment of both performers and audiences. This should include proactive assistance in sourcing support from sponsors when young people are organizing their own events and or funding bodies such as INDENT, which specifically provides these sorts of grants to young people for young people.<sup>24</sup> This should extend to limited financial support from Council when essential.

Youth cultures can increasingly be seen as cultures of “shared ideas”, whose interactions take place not only in physical spaces such as the street, club or festival field, but in the virtual spaces of the internet. In 2012, youth culture is global as well as local. Surfing and skateboarding are both popular in Coffs Harbour and part of global lifestyles. Music can be from anywhere in the world and available instantly. Anything which restricts access and participation in the world will be seen as deficit and a reason not to be in Coffs Harbour.

Geographical location is no longer the greatest of impediments if high speed bandwidth is available at an affordable price. The advent of the NBN in Coffs Harbour has considerable potential not only for the formal education of young people but for their informal and creative participation.

In terms of youth engagement and entertainment in Coffs, perhaps the most valuable would be a policy from Council supporting and encouraging commercial interests to:

- bring as many as possible commercial music and other entertainment to Coffs Harbour; and
- allow young performers the opportunity to perform in local entertainment venues. This will require negotiations with local commercial providers such as John Logan Entertainment.

There is also a reported shortage of spaces available for young musicians to rehearse. It is proposed that Council assess its community venues to identify any which may be appropriate for this type of usage.

While not exclusive to young people, street art can be a potent expression of youth culture. Street art is specifically visual art which is developed in public spaces — that is, “in the streets”. The term can include traditional graffiti artwork, stencil graffiti, Lock Ons (small sculptures “locked on” to items such as lamp posts) sticker art, street poster art, video projection, art intervention (interacting with an existing artwork), and street installations. Typically, the term “street art” (or the more specific “post-graffiti”) is used to distinguish contemporary public space artwork from territorial graffiti, vandalism, and corporate art.

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<sup>24</sup> <http://www.indent.net.au/grants/>

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Street art has become a world wide phenomenon, prominent in the cultural expression of cities such as Melbourne and the basis for festivals as in Miami. The philosophy of street art, its constant renewal and its acceptance of the temporary, extends beyond urban areas and is an existing feature of the built environment in Coffs Harbour. Council could assist this form of creative expression with the identification of a larger range of places where street art is permitted.

Strategy	Council Role	Comments/examples
36. Young performers development	Advocate	Young performers opportunities to perform in local venues both community and commercial
37. Under 18 alcohol free events	Facilitator	Proactively assist local groups, either commercial or non commercial, find low cost venues suitable for all ages events; Consider subsidy for small scale venue hire.
38. Schools program – increase the access of young people to practicing artists (performing, visual, musician etc)	Facilitator	Be opportunist – contact existing festivals and visiting artists.
39. Annual Regional Art Gallery exhibition during a school holiday period selected with view to interpretation and appreciation by young children.	Provider	Thinkingmaking at Dog Crossing@miles National Gallery school holiday program complemented by daily short workshops.
40. Inclusion of digital art studio as part of regional gallery development with capacity to exhibit in appropriate gallery spaces	Provider Facilitator	See Strategies 18.1 and 18.2 in relation to expanded facilities for a regional gallery.
41. Youth programs to expand existing Council sponsored and organised community celebrations	Advocate Facilitator Provider	Examples: International Women’s Day – trash fashion show – remade opshop clothes and recycled materials Making large scale kites for Japanese Children’s Day Aboriginal kids teaching aboriginal games to non-Aboriginal kids at Harmony Day and the Japanese Children’s Day
42. Street Art event and street art wall	Facilitator	Miami, City of Sun and Beaches, Is Now About Art <a href="http://www.nytimes.com/2011/11/30/arts/design/how-art-basel-is-remaking-miami.html?_r=1&amp;pagewanted=all">http://www.nytimes.com/2011/11/30/arts/design/how-art-basel-is-remaking-miami.html?_r=1&amp;pagewanted=all</a> Support community partnerships and other grants application
43. Cultural intern at Council	Provider	A June/July holiday placement for a creative industries, event management, or community cultural development final year student. To spend time at the Jetty Theatre, the Regional Gallery, Botanical Gardens and in the CCD section as appropriate.

**12.3. Seniors and people with disabilities**

By 2030 about one third of the population of the Mid North Coast will be aged over 60, not only as residents age, but as people who have spent their working lives elsewhere choose a “seachange” or “treechange” for their retirement. The oldest baby boomers, those born in 1946, are now 66 years old. The baby boomer generation is famous for their capacity to disrupt previous societal norms. There is no reason to think that their taste for the Rolling Stones or ACDC will change to anything more sedate except as increasing physical frailty dictates. It will be important to remember that interests of the people in this age group will be quite different to that of their parents.

As they move here, they will be looking for stimulation, social activities and opportunities for building friendships later in life. There can be many advantages to the community from this migration, particularly if the community is positioned to take advantage of the skills in this population. In terms of the cultural area, there will be opportunities for the recruitment of volunteers and for older people to assist with the skills development of younger people.

Volunteering at cultural facilities run by the Coffs Harbour City Council is significant:

<b>Facility</b>	<b>Current number of volunteers</b>	<b>Max. number of years service by an active volunteer</b>
Regional Gallery	65	10+
Bunker Gallery	25	9
City Library	24	24
Jetty Theatre	30	9
Botanic Gardens	80	30+
Regional Museum	25	7
<b>TOTAL</b>	<b>251</b>	-

Council acknowledgment of the role of volunteers is important, both to support current volunteering and to help attract more people to this form of community contribution. To a great extent, these facilities rely on volunteers to operate. An annual mayoral event with awards for long service on an annual basis would form part of such acknowledgement.

This policy does not so much propose activities exclusively for older people as that the needs of older residents will be taken into account in cultural projects and programs. Opportunities to learn new skills or take up new hobbies will be welcome as the physical capacity to, for example, engage in sport, declines in later years. Many people will enter retirement not having had significant amounts of uncommitted recreational time during their working lives and with recent changes in pension

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ages, many will not retire until they are 67 years old. Researching family history, rediscovering choral singing, membership of book clubs and learning visual arts and crafts are among cultural activities which are both stimulating and not demanding physically.

Consideration of the needs of physically frail people will need to be front and centre of cultural project, program and facility planning. It is clear that with an older population there will be a higher community level of disability, particularly in terms of mobility. Some older people will no longer be able to hold a driver's licence and, with limited public transport, that is a major obstacle. The co-ordination of transport and cultural activities is an area where the Council has an opportunity to act as an advocate. Capacity to work closely with both commercial and community transport providers will be important.

Given the size of the market proportionately in Coffs, i.e. nearly one in three people will be aged over 60 – it will be important for commercial entertainment venues to consider transport as part of plans for their own commercial success. Other suggestions made above, (Section 8.3 .3) in relation to the Glasshouse facility should also be considered on a local level, for example the planning of more daytime performances or starting night-time performances earlier in the evening.

**13. Council and Community Leadership**

“When the best leader's work is done the people say, 'We did it ourselves!’”<sup>25</sup>

In the context of cultural development, leadership is about building the capacity of community members and organisations to:

- work through change and growth;
- collaborate with others and work toward long-term goals;
- motivate and inspire others;
- develop fortitude and problem-solving skills in the face of adversity;
- be resourceful and responsible; and
- understand cultural issues in the context of the life of this community.

In Coffs Harbour, Council is an obvious source of cultural leadership through both its elected representatives and its staff, including those employed to provide cultural services and community access to resources such as facilities and collections.

Council's commitment to cultural growth will be assessed more by its actions than by its words, but an open and transparent dialogue is necessary to further grow a trustful relationship between Council and the community. Council will not always be able to supply the things which the community wants in terms of money or facilities, but communication with the community needs to be clear and easily available to minimise misinformation and misunderstandings.

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<sup>25</sup> Lao-tsu, Chinese philosopher

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The role of the Council’s What’s On newsletter and other online communication tools will be important, but personal dialogue will also be central. In particular, those active in cultural activities want Councillors and senior staff to attend events and programs, talk to community members and observe the benefits to those who take part.

As a formal mechanism for communication, it is also proposed that a Cultural Reference Group be established so that Council and the community together can review progress on implementation of the Cultural Plan. <sup>26</sup> The report from this reference group would form a component of the annual Cultural Report to Council, which would also include statistical and benchmarking information on Council cultural facilities and an overview of the progress of regional performing arts venues.

Strategy	Council Role	Comments/examples
44. Cultural volunteers thank you event	Provider	Acknowledgment of extensive Council dependence of volunteers - acknowledgement and thank you for long service e.g. 10, 20, 25, 30 years certificates or medallions presented by the Mayor – also to serve as a volunteer recruitment promotion.
45. Establish a Cultural Reference Group	Provider	To review progress against Cultural Plan. To submit a component of the annual Cultural Report to Council. Draft terms of reference at Attachment F.

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<sup>26</sup> For draft Terms of Reference for the Cultural Reference Group, please see Attachment F.

**14. Strategies - New, changed or expanded programs and projects**

Strategy	Council Role	Comments/examples	\$ In the order of	Potential Partners	Calendar year to begin work/year of implementation
1. Investigate opportunities for cultural tourism	Facilitator Advocate	Camp Creative is an excellent local example of arts education based cultural tourism.	Staff time		2013/2013
2. Develop opportunities for increased sales by local artists	Facilitator Advocate	Annual arts market, displays, exhibitions, demonstrations and sales of local artists' works.  A large scale example is the Chelsea Sights and Sounds Festival Art Market.	Staff time, initially.	Made with Love Markets	2014/2014
3. Excellent online access to information about: a. cultural and commercial events b. courses and groups	Provider	Use Discover Coffs Coast as a base to consolidate a single source of commercial and non-commercial event information for Coffs Harbour (and immediate environs), working with commercial media providers.  Use Community Connect to focus on information which is mainly for residents e.g. groups, regular programs, classes.  Invite other providers of events calendars to link to these sources on a reciprocal basis.  Link to these resources from all Council cultural facility websites and include link details in all cultural facility hard copy promotional materials.  Regular assessment and reporting of completeness of listings and usage of the site(s).  Note: work has commenced on this strategy.	Resources required will depend in part of the success of the cross linking achieved with other website.  Usage to be monitored to ensure appropriate promotional mix.  Estimated cost \$10,000	Coffs Advocate, The Independent, Arts Mid North Coast	Immediate



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Strategy	Council Role	Comments/examples	\$ In the order of	Potential Partners	Calendar year to begin work/year of implementation
<p>4. Timely hard copy information to new residents (both local and regional) about cultural activities and facilities - including map, calendar of annual events, sources of information about groups and activities.</p>	<p>Provider, facilitator</p>	<p>Expand and promote existing new residents packs to estate agents, public housing etc. and on website Also available on the website and in an easy print format. Note: Considerable material already exists in disparate places produced by Council and others.</p>	<p>Staff time Mailouts to continue as now but greater numbers Estimated additional cost: \$1000 for the first edition of the map and calendar. Subsequent editions \$500 pa</p>		<p>2013/2013</p>
<p>5. Welcome signage (in both English and Gumbaynggirr) on the Pacific Highway entrances to the city</p>	<p>Provider, Advocate</p>	<p>In particular on the Pacific Highway entrances to Coffs Harbour.</p>	<p>Unknown</p>		<p>2014/2015</p>
<p>6. Clear, well-designed directional signage to cultural facilities (and the beach)</p>	<p>Provider, advocate</p>	<p>In particular, on the Pacific Highway entrances to Coffs Harbour and in the vicinity of the airport.</p>	<p>Unknown</p>		<p>2014/2015</p>

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Strategy	Council Role	Comments/examples	\$ In the order of	Potential Partners	Calendar year to begin work/year of implementation
7. The Council's Cultural "What's On" newsletter rescheduled and distribution expanded	Provider	<p>Important that it is predictable in timing e.g. every month for both those providing information and those receiving it.</p> <p>Distribution to be expanded to all those currently receiving Council cultural facility promotional material.</p> <p>Once annually to be sent as an attachment to all Council's various newsletter subscribers with an invitation to subscribe.</p>	Staff Time		2013/2013
8. Regular (suggested monthly) networking events for people working professionally in the arts and creative industrie	Provider	<p><a href="http://www.pecha-kucha.org/what">http://www.pecha-kucha.org/what</a></p> <p>In this model of networking event, one or two speakers present 20 slides for a maximum of 20 secs each, meaning that presentations are kept short and engaging.</p> <p>Donation to cover refreshments - various venues including Regional Art Gallery.</p>	Staff time Net cost per event: \$100		2013/2013
9. Improved access to national skills development programs – particularly in relation to business and marketing skills	Advocate	<p>ArtsLaw provides information sessions on legal issues for those working in culture: <a href="http://www.artslaw.com.au/news/entry/auburn-artists-network/">http://www.artslaw.com.au/news/entry/auburn-artists-network/</a></p> <p>Another example is the Australian Society of Authors online seminars.</p>	Staff time Provision of venue*	ArtsLaw, the Copyright Agency, peak arts organizations Regional Arts NSW - Arts Mid North Coast	2013/2013

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Strategy	Council Role	Comments/examples	\$ In the order of	Potential Partners	Calendar year to begin work/year of implementation
10. Establishment of a mentoring program for local retired people of high skill level to work with artists, arts organisations and creative businesses	Advocate	Matchmaking “high end” volunteering by retired people with need by artists and arts organisations and creative businesses.	Staff time	Volunteering Australia	2013/2014
11. Establish a quarterly informal session for current or intending festival organisers	Facilitator	Information exchange between local festival organisers would be invaluable for those running or planning festivals in the immediate region; and for identifying resources, skills needs and development opportunities.	Staff time Net cost \$100 per session Provision of venue*		2013/2013
12. “How to plan projects and apply for grants” workshops - twice per year	Facilitator	Collaborating closely with Arts Mid North Coast.	Staff time	AMNC	2014/2014
13. Promote directory listing of local artists and creative businesses	Advocate	Link to Arts Mid North Coast directory, encourage registration by local artists of all artforms	Staff time	AMNC	Ongoing
14. Exhibition of temporary sculpture - outdoor, summer	Provider	<i>Sculpture by the Sea</i> is now available for hosting by regions. This event was the one most suggested by the community as a model. It may allow opportunities for local artists to show as well.	Staff time \$3000 – feasibility \$10,000 per exhibition		2013/2014
15. Pop up galleries and exhibition spaces	Facilitator	Renew Newcastle is well known nationally. Its vision is: “City revitalization through creative use of empty space”. This use for empty space is found in Melbourne and Sydney amongst other places in Australia.	Staff time Contribution to legal costs \$5000		2013/2014

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Strategy	Council Role	Comments/examples	\$ In the order of	Potential Partners	Calendar year to begin work/year of implementation
16. Establishment of process of selecting high design utilitarian objects into council developments and refurbishments in highly visible locations	Provider	<a href="http://www.urbanff.com.au/">http://www.urbanff.com.au/</a>	Existing costs plus 10%		2014/2015
17. Establish maintenance protocol and budget for existing Council owned or located sculpture	Provider	Assessment of condition of existing sculptures will be required.	As required		2013 ongoing
18.1 Functional specifications focusing on activities to happen in any expanded facilities for the Regional Gallery, e.g. digital arts studio, outdoor exhibition space, etc.  18. 2. Fundraising strategy, identifying public and private sources of funds and other resources.	Provider	The Coffs Harbour CBD Master Plan will identify potential locations for this type of facility.  There is a wide range of possibilities for how a regional gallery can be used. This strategy would see Council work with the community on project specifications to ensure the facility is "spade ready". Questions to be addressed early include whether collocation with the City Library is preferred.  This level of detail, with approximate costs, will allow development of a fundraising strategy which would likely include philanthropic, business and community contributions as well as funds from various levels of government.	Staff time and say \$20,000 for specialist advice and site visits.		2013/2014

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Strategy	Council Role	Comments/examples	\$ In the order of	Potential Partners	Calendar year to begin work/year of implementation
19. Arts projects associated with community celebrations	Provider	For example: craft based - drawing on existing skills of nursing home residents to form exhibition such as <i>The Chook Project</i> , begun for the Black Saturday bushfires survivors in Victoria.	Staff time \$10,000 for projects for 4 events Grant applications to other bodies to increase depth of programs is recommended		2014/2014
20. Increase the resourcing of the City Library collections and size of facilities to the minimum acceptable standard as assessed by the State Library of NSW.	Provider	For more detail please see the Coffs Harbour City Library Strategic Plan – Moving Forward: Coffs Harbour City Library 2012-2016. <i>Note: This Plan was adopted by Council on 25 October 2012.</i>			2013
21. Assessment of role of book clubs for new residents	Provider	A number of libraries offer this service such as the libraries of the Brisbane City Council and the ACT. For example, the Gungahlin Library runs a specific book club for over 60s.	Staff time		2014/2014
22. Poetry and prose readings in natural environments	Facilitator	The Poets Picnic <a href="http://www.woollahra.nsw.gov.au">http://www.woollahra.nsw.gov.au</a> Paddle with a Poet and other associated events at the Bellingen Readers and Writers Festival	\$1,000 per event		2013/2013

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Strategy	Council Role	Comments/examples	\$ In the order of	Potential Partners	Calendar year to begin work/year of implementation
23. Access to regional facilities including the Glasshouse	Facilitator	Establish processes to organise transport to cultural activities which will not be available in Coffs Harbour	Staff time	Regional facilities, commercial and community transport providers	2013/ongoing
24. Regular review of the business case and opportunities for a Performing Arts Centre	Facilitator Provider	An in-depth reassessment every three – five years with particular emphasis on: - available touring product, in particular in comparison with the Glasshouse; - demand on existing facilities such as the Jetty Memorial Theatre; and - potential complementary commercial developments such as a convention centre.	Staff time External consultant \$10,000 every three years		2016/2016
25. Monitoring of comparable facilities and ongoing collection of information	Provider	Selection of and establishment of relationships with appropriate comparable facilities. Consolidation of information each six months with a report to Council if requested.	Staff time		2013/ongoing
26. Establish film society to screen Independent, Arthouse and Foreign films	Facilitator	www.dubbofilmsociety.com	Staff time \$2,000 promotion costs		2013/2013

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Strategy	Council Role	Comments/examples	\$ In the order of	Potential Partners	Calendar year to begin work/year of implementation
27. Access to real-time (i.e. direct from the live performance) national and international theatrical and musical performances.	Advocate Facilitator	Real-time broadcasts are already made by:  National Theatre (UK) <a href="http://www.nationaltheatre.org.uk/52876/national-theatre-live/contact-us.html">http://www.nationaltheatre.org.uk/52876/national-theatre-live/contact-us.html</a>  Black Swan State Theatre Company (WA) <a href="http://www.bsstc.com.au/community/live-broadcast-2012/">http://www.bsstc.com.au/community/live-broadcast-2012/</a>	Staff time		2014/2014
28. Increased opportunities for local live music in community events like fairs, agricultural shows and sports events.	Advocate Facilitator	Various events such as markets already have music. The intention is to expand opportunities and discover new ones.	Staff time		2013/2013
29. Support the Completion of the Coffs Harbour Regional Conservatorium student performance space.	Advocate	Monitor opportunities such as grant rounds and philanthropic trusts to source funds for completion of the performance space.	Staff time		2013 ongoing
30. Feasibility study into Aboriginal gallery and heritage interpretative centre	Advocate Facilitator	The centre would also direct visitors to other Aboriginal cultural experiences such as those offered at Yarrawarra and at Muttonbird Island.	Up to \$25,000 for external consultant	The Coffs Land Council is considering a project of this nature	2014/2014

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<b>Strategy</b>	<b>Council Role</b>	<b>Comments/examples</b>	<b>\$ In the order of</b>	<b>Potential Partners</b>	<b>Calendar year to begin work/year of implementation</b>
31. Publish an Aboriginal cultural map of the Coffs Region with an events calendar	Facilitator	Queensland publishes a comparable map of high quality.	\$5,000	The Coffs Land Council is considering a project of this nature	2013/2014
32. Interpretative signage at airport and entry points into Coffs Harbour	Provider	Prominent location is key	Unknown	The Coffs Land Council	2013/2013
33. Incorporation of working exhibits into community festivals e.g. creation of didgeridoos, baskets	Facilitator	Events such as the annual Saltwater Freshwater Festival already incorporate working exhibits. The intention is to broaden exposure of Aboriginal culture at events in the Coffs region.	Staff time	The Coffs Land Council Saltwater Freshwater Alliance	2013/2013
34. Increased access to Aboriginal local heritage items through collections management and digitisation where appropriate	Facilitator Advocate	Library to develop relationship	Staff time	Saltwater Freshwater Alliance Yarrawarra Cultural Centre	2013/Ongoing
35. Inclusion of a regional emerging Aboriginal artist in the Regional Gallery annual program	Provider		As per current arrangements with artists	Saltwater Freshwater Alliance Yarrawarra Cultural Centre	2014/2014



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Strategy	Council Role	Comments/examples	\$ In the order of	Potential Partners	Calendar year to begin work/year of implementation
36. Young performers development	Advocate	Young performers opportunities to perform in local venues – both community and commercial	Staff time	Local commercial providers and venues Management of local markets	2013/2013
37. Under 18 alcohol-free events	Facilitator	Proactively assist local groups, either commercial or non-commercial, find low cost venues suitable for all ages events; Consider subsidy for small scale venue hire.	Staff time	Youth organizations such as CHYFM	2013/2013
38. Schools program – increase the access of young people to practicing artists (performing, visual, musician etc)	Facilitator	As opportunities arise in particular via festivals and visiting artists/ musicians/performers.	Staff time	State and private schools Festivals	2014/2015
39. Annual Regional Art Gallery exhibition during a school holiday period selected with view to interpretation and appreciation by young children.	Provider	Thinkingmaking at Dog Crossing@miles National Gallery school holiday program complemented by daily short workshops.	As per current arrangements with artists. \$500 per full day workshop	State and private schools	2014/2015

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Strategy	Council Role	Comments/examples	\$ In the order of	Potential Partners	Calendar year to begin work/year of implementation
40. Inclusion of a digital art studio as part of Regional Gallery development, with capacity to exhibit digital art works in appropriate gallery spaces	Provider Facilitator	See Strategies 18.1 and 18.2 in relation to expanded facilities for a Regional Gallery.	Included in scope of 18.1 and 18.2	-	As per 18.1 and 18.2
41. Youth programs to expand existing Council sponsored and organised community celebrations	Advocate Facilitator Provider	Examples: International Women's Day – trash fashion show – remade opshop clothes and recycled materials Making large scale kites for Japanese Children's Day Aboriginal kids teaching aboriginal games to non-Aboriginal kids at Harmony Day and the Japanese Children's Day	Est \$500 per event		2013/2013
42. Street Art event and street art wall	Facilitator	Miami, City of Sun and Beaches, Is Now About Art <a href="http://www.nytimes.com/2011/11/30/arts/design/how-art-basel-is-remaking-miami.html?_r=1&amp;pagewanted=all">http://www.nytimes.com/2011/11/30/arts/design/how-art-basel-is-remaking-miami.html?_r=1&amp;pagewanted=all</a> Support community partnerships and other grants application	Staff time \$5000 stake to support grant applications		2014/2015
43. Cultural intern at Council	Provider	A June/July holiday placement for creative industries, event management, or community cultural development final year student. To spend time at the Jetty Theatre, the Regional Gallery, Botanical Gardens and in the CCD section as appropriate.	Staff time		2013/2013

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Strategy	Council Role	Comments/examples	\$ In the order of	Potential Partners	Calendar year to begin work/year of implementation
44. Cultural volunteers thank you event	Provider	Acknowledgment of extensive Council dependence of volunteers - acknowledgement and thank you for long service e.g. 10, 20, 25, 30 years certificates or medallions presented by the Mayor – also to serve as a volunteer recruitment promotion.	\$10,000 est for 1000 people in council owned venue g Botanical Gardens	Volunteering Australia	2013/2013
45. Establish a Cultural Reference Group	Provider	Terms of Reference: to review progress against Cultural Plan. To meet twice yearly and submit an annual report to Council. To review progress against Cultural Plan.  To submit a component of the annual Cultural Report to Council.  Draft terms of reference attached.	Staff time Catering		2013/2013

## **Attachment A: Mapping of cultural goals to the Coffs Harbour 2030 Plan**

The 2030 Plan has a large number of objectives and strategies organized under five themes. Where an objective and strategies relate to culture in particular, or where culture can play a part in achieving an objective, a goal has been devised to help assess potential cultural projects. These goals are mapped below.

### **Theme - Learning and prospering**

#### **Objective:**

“LP1 We are recognised as a model of sustainable business and industry with a strong and diverse local economy.”

The strategies for this objective include:

- LP1.1.1 Develop markets around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries. *Council's role is facilitator and advocate.*
- LP1.1.2 Establish and promote the Coffs Coast as a lifestyle location for global workers. *Council's role is facilitator.*
- LP1.3.1 Encourage the provision of facilities, services and resources which attract and support young people. *Council's role is facilitator and advocate.*

Goals principally derived or derived in part from this objective and these strategies:

- the attractiveness of the region as a destination for tourists;
- the growth of the local economy through increased development of creative industries;
- the attractiveness of the region as a destination for prospective residents, in particular for highly skilled people;
- opportunities, services or facilities for young people; and
- opportunities for skills development or engagement in education, in particular those relevant to the arts and creative businesses.

#### **Objective:**

“LP2 We have a lively and diverse city centre” (Note: The term “city centre” includes the Jetty area, Park Beach Plaza and other areas in central Coffs Harbour)

The strategies include:

- LP2.1 Our city centre is a place where people can live, work and play. *Council's role is provider, facilitator and advocate.*
- LP2.1.2 Develop the city centre as a social and cultural focus for Coffs Harbour. *Council's role is provider and facilitator.*

Goals principally derived or derived in part from this objective and these strategies:

- opportunities for the community as creators, students or audience members;

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Objective:

“LP3 We have excellent education and lifelong learning opportunities that reflect our community values”

A particularly relevant strategy is:

- LP3.2 We share the aspirations, knowledge, skills and history of all in our community.  
*Council's role is facilitator and advocate.*

Goals principally derived or derived in part from this objective and these strategies:

- opportunities for the community as creators, students or audience members;
- opportunities for skills development or engagement in education, in particular those relevant to the arts and creative businesses.

Theme: Places for Living

Objective:

PL1.3 We live and work in buildings which are attractive and sustainable.

Relevant strategies are:

- PL1.3.1 Create attractive buildings that embrace our climate and local environment.  
*Council's role is facilitator*
- PL1.3.2 Encourage innovative and sustainable building design.

*Council's role is facilitator and advocate.* Outcome Objective Strategy CHCC Role Other  
Players

Objective:

PL2 We have created through our urban spaces, a strong sense of community, identity and place

Relevant strategies are:

- PL2.1 We have beautiful, livable and accessible spaces for all our people to enjoy.
- PL2.1.1 Plan for, and commit to, developing the harbour and foreshores as
- an inviting, vibrant place that forms the focal point for our city and people.

*Council's role is provider, facilitator and advocate.*

- PL2.1.2 Protect and expand public spaces and facilities and ensure they are accessible and safe for all.

*Council's role is provider, facilitator*

- PL2.2 We have facilities for our youth, elderly, Aboriginal and disadvantaged where they can meet and have fun.
- PL2.2.1 Create youth-friendly places in all community hubs.

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*Council's role is facilitator*

- PL2.2.2 Engage youth, children, elderly, Aboriginal and disadvantaged people in planning processes.

*Council's role is provider, facilitator*

- PL2.2.3 Provide facilities for elderly, Aboriginal and disadvantaged people.

*Council's role is provider, facilitator*

Goals principally derived or derived in part from this objective and these strategies:

- appreciation of the natural beauty and the visual amenity of the built environment;
- opportunities, services or facilities for young people; and
- opportunities, services or facilities for older people.

**Theme - Looking After Our Community**

In this theme there is a specific outcome relevant to development of cultural policy:

Outcome

LC3 We enjoy a comprehensive range of community, artistic and cultural opportunities

Objective

“LC3.1 Our community has access to a range of options for artistic and cultural expression and entertainment.”

The strategies under this objective are:

LC3.1.1 Promote local artistic and cultural expression

LC3.1.2 Build a diverse range of opportunities for artistic and cultural growth

LC3.1.3 Promote artistic and cultural entertainment opportunities

*Council's role for these strategies is facilitator and provider.*

While all selection criteria are related to this outcome, the goals principally derived or derived in part from this objective and these strategies:

- opportunities for the community as creators, students or audience members

Objective

“LC3.2 We value, understand and celebrate our diverse cultural heritage”

The strategies under this objective are:

LC3.2.1 Promote opportunities for learning among people from diverse backgrounds

LC3.2.2 Promote opportunities to celebrate our diversity

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*Council's role for these strategies is facilitator and provider.*

Goals principally derived or derived in part from this objective and these strategies:

- understanding of and pride in regional Aboriginal culture and heritage; and
- appreciation and understanding of the diverse cultural heritage of the people of the region.

### Objective

"LC3.3 We enjoy life together through a range of community events and recreational opportunities"

The relevant strategy under this objective is:

LC3.3.1 Develop inclusive community, sporting and recreational activities Council role is provider and facilitator.

*Council's role is provider and facilitator.*

Goals principally derived from these objectives and strategies:

- opportunities for the community as creators, students or audience members.

### Theme - Looking after our environment

An integral aspect of the 2030 Plan is Aboriginal culture and there are many aspects of the 2030 Plan which refer to Aboriginal culture in its broadest sense.

Of particular relevance to the cultural policy is the objective:

"LE1.2 Our Aboriginal culture and its links to the land is valued and understood"

Under this objective, there are three strategies:

- *LE1.2.1* Support the Aboriginal community in recording cultural and physical connection to country and land management practices.
- *LE1.2.1* Develop school and community education resources on Aboriginal culture and the land.
- *LE1.2.3* Encourage pride in Aboriginal culture and history in the Coffs Harbour community through engagement and partnerships with each other.

*Council's role in these strategies is facilitator.*

Goals principally derived or derived in part from these objectives and these strategies:

- understanding of and pride in regional Aboriginal culture and heritage;
- opportunities for the community as creators, students or audience members;
- the attractiveness of the region as a destination for tourists;
- opportunities for skills development or engagement in education, in particular those relevant to the arts and creative businesses.

## **Attachment B: Expanded Definitions**

### *Arts*

The arts include music, performing arts, literature and visual arts which are practiced by professionals, students and hobbyists, both individually and in groups. The arts form the basis for arts education, collections, exhibitions and performances which may be available to the public in galleries, libraries, theatres, cultural venues, training institutions, outdoor spaces, and increasingly online or by broadcast.

### *Creative industries*

Creative industries are for-profit businesses engaged in film and television production, broadcasting, electronic games, architecture, design and fashion, publishing, media and advertising. It is important to note that other businesses may include creative industrial activity, in particular in relation to design – such as fashion, ceramic, jewelry and furniture manufacture.

### *New media art*

New media art encompasses artworks created with new media technologies, including digital art, computer graphics, computer animation, virtual art, Internet art, interactive art, computer robotics, and biotechnology. New Media Art often involves interaction between artist and observer or between observers and the artwork, which responds to them.



## **Attachment C: Community cultural celebrations organised or supported by the Coffs Harbour City Council, Sept 2011 - August 2012**

These events are community celebrations and include substantial elements of performance or entertainment and/or cultural education e.g. cartooning workshops, dance classes.

### **SEPTEMBER 2011**

Child Protection Week - 300 people attended various events held during the week 4-11 Sept including a movie presentation at Sawtell Cinema.

Buskers Festival - In 2011, there were 22,000 attendances at paid and unpaid events.

### **OCTOBER 2011**

Mental Health Month - 500 people attended the various events, including various musical performances at the Botanical Gardens.

### **DECEMBER 2011**

International Day of People With a Disability – 400/500 attended six events held over the week.

### **MARCH 2012**

International Women's Day - 220 women attended - there were two vocal performances and a Latin Dance workshop.

Seniors Week – 95 attendees at two exhibitions, 38 at Salsa Dance Workshop, 75 at dance workshop (jive, middle eastern, boot scooters, tap dancers and ukulele/vocal performance), 56 at Afternoon Tea Dance.

Multicultural Harmony Festival– 4,500 attended this major celebration at the Botanic Garden.

### **APRIL 2012**

Youth Week - 300-400 young people attended various activities during the week 13 – 22 April. There were sculpting workshops, art and Hip Hop dance workshops, a graffiti art workshop and open mic sessions at Harbour Markets. There was an art exhibition at Bunker Cartoon Galley of artwork done by young people attending Headspace art classes.

### **MAY 2012**

Japanese Children's Day – 4,500 attended this major celebration at the Botanic Garden.

### **JUNE 2012**

Refugee Film Festival - The Festival is screened simultaneously to 500 people at various venues, including Southern Cross University campuses across the Mid North Coast and at local high schools. At the Jetty Memorial Theatre, a further 500 people attended two screenings complemented by food tasting, performances and personal stories by local refugees.

### **JULY 2012**

NAIDOC Week – Over 1000 people attended various activities including the Awards Ceremony, the Goori's Got Deadly Talent Show and the 70's Disco Fever Ball.

## **Attachment D: Responses to Online Community Consultation**

Please note – this is a summary of responses. For original, individual responses in full please see [www.coffsculture.wordpress.com](http://www.coffsculture.wordpress.com)

### **Questions 1 – 3**

**What should the Council and the community's priorities be in the visual arts in Coffs Harbour?**

**What activities could add more life to the City Centre?**

**What is cultural life like in Coffs Harbour now?**

The opinion of many forum participants is that, although Coffs Harbour has performed strongly in some areas – such as with the Coffs Harbour Regional Conservatorium – there are limitations for a vibrant cultural life.

- There are few gallery spaces and no concert hall – many expressed a desire for a modern flexible performing space with the capacity to host performances by orchestra and ballet as well as local performing arts groups.
- A number of participants discussed the need for a centralised website for a cultural what's on / information source.
- Other participants were not sure that enough community members could/would afford the ticket price for the type of events which require large venues.
- The Regional Gallery was praised but its small size was seen to limit its activities.
- It was suggested that Council facilitate the involvement of the arts and/or live music in community events like fairs, agricultural shows and sports events.
- It was also suggested that places like bookshops, studios, and coffee shops be encouraged to take part in cultural events, readings and live music.
- A program could be initiated to use currently untenanted commercial premises for artists' spaces and "pop-up" galleries, as has happened in 'Renew Newcastle'.
- The Council's cultural "What's On" newsletter was praised.
- One participant advised that the Sawtell Art Group is in the process of building a community art centre.
- Although the cultural scene in the region is disjointed, one writer believes that few local residents feel culturally deprived and emphasised the role that commercial venues such as clubs can play as venues.
- One participant noted there seems to be little Council support for public art, or to maintain the public sculptures we have.

**Question 4: What should be different three to five years from now?**

- Coffs needs a strong sense of place and identity.
- There should be a network bringing together arts and creative industry people in Coffs.
- There should be some specific research into the town planning aspects of creating a cultural precinct.
- We need an architecturally significant Arts Centre that would be a notable attraction and centralise our cultural arts, including an indigenous gallery and centre, and perhaps other themed galleries such as surfing, the harbour, rural life, even sport – with a gallery shop and cafe, making the visit a total experience.

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- Some participants were looking forward to a high quality skate park.
- In three years there should be a vibrant community theatre with good relationships between the parties involved.
- One participant reflected: 'We see public art that's useful and not always so very safe. Could we have more art that serves a purpose (park bench, bus shelter), more art and performance art in unexpected places, and more art that is less safe and that makes us think?'

### **Question 5: What should the priorities be for community and Council action?**

- It was suggested that a representative group of local entertainment stakeholders should be established to explore better exposure and venue requirements.
- Noting the low incomes of many people in the Coffs region, one participant suggested the need for research to gauge the demand for various types of culture and a typical household's average monthly expenditure on culture.
- There should be plans to include and encourage emerging digital industries into the cultural policy – as Coffs is one of the first regions being 'switched on' to the NBN.
- There needs to be ongoing long-term local council support for affordable creative spaces and co-ordinated management of existing community spaces.
- Another participant asked "What about an 'empty spaces' program, using untenanted commercial premises, happening in this region to provide studio space, as has happened before in places like Newcastle?"
- Cultural policy needs to be integrated into Council's overall development planning.
- Some participants raised the question of re-activating a cultural advisory committee to Council.

### **Question 6: How could cultural activities add to your enjoyment of the natural beauty of the Coffs region?**

- Respondents expressed considerable support for an acquisitive sculpture competition, along the lines of *Sculpture By The Sea* in Bondi, and sited perhaps along the jetty foreshores.
- A "cultural trail" could run along behind Jetty Beach with information boards and photos from Coffs' rich history posted along the route.
- One respondent considered the concept of "cultural activities" implies groups or crowds of spectators (locals or tourists), which will not enhance his own enjoyment of the scenic attractions of the region.
- Another suggestion was for Council to work with agencies and institutions and community organisations involved in natural environments to encourage cross-fertilisation with local artists. This might take the form of:
  - Concerts and outdoor theatre performances in natural environments, such as the Botanic Garden, Muttonbird Island, or Currumbirra promontory, where an amphitheatre could be built.
  - Poetry/prose/script readings in natural environments (such as the 'Poets' Picnic' on the lawn is an annual Sydney event in February); and
  - Visual arts, outdoor exhibitions, and other events

### **Question 7: Which are the festivals in this region which you most enjoy, and why?**

These festivals were singled out:

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- Bellingen Music Festival (for classical music) – great for serious music-makers and music-lovers in a beautiful little town.
- Jazz performances in the Botanical Gardens. It has easy parking, not massive crowds, a lovely ambience, and a beautiful setting.
- The fun of the Coast Out Festival, which brings more understanding to the community; and
- The Saltwater Freshwater Festival's mix of indigenous cultures, which was great for getting people together.
- Festivals can provide entry-level roles for new local performers and artists.

**Question 8: What are the things in Coffs Harbour which you would most want visitors to know about?**

- Local walking trails and guided tours. One respondent takes all their visitors to Woolgoolga headland to look for whales; also the Park Beach Surf Club to enjoy the view and excellent food.
- One respondent is always struck by how 'scruffy' Coffs Harbour looks as one approaches it from the highway; there is very little indication driving through, that Coffs has such beautiful beaches and hinterland.
- Another bemoans the lack of any 'icons' other than commercial tourist attractions.
- A final respondent would like to hear the Coffs Regional Brass Band, and to see more parades, 'like in the old days'.

**Question 9: How do literature and language enrich the quality of cultural life in Coffs Harbour? What importance do you place on writing, both fiction and non fiction, from poetry and scriptwriting to family histories and blogging?**

- The recent Bellingen Readers and Writers Festival was a great success and shows the local interest. Poetry is important to appreciate the world and its subtleties, wonders and complexities. Reading/listening extends our comprehension and exposes the audience to social criticism and can be a force for change and pleasurable.
- Literature and language form the basis of oral and written communication and its use in expressing both Aboriginal and white European history is essential to keeping the area's cultural identity alive.
- History is one of the most under-utilised resources in this area, one of the richest, most diverse in the state. It should be central in cultural tourism here.
- Heritage week needs more support locally.
- The history of the area can be used to promote personal and regional identity and pride, as well as enabling a more intricate knowledge and deeper understanding of the place we live in and administrate.

**Question 10: Coffs Harbour has significant Aboriginal heritage. What activities and resources would you like to see which would help you and your visitors learn about and understand this heritage?**

- Overseas tourists are keen to know and experience our rich Aboriginal culture here in Coffs and in Australia.
- We need more signage and Aboriginal Art around town in strategic locations to explain Aboriginal heritage and the ties between our past and present.
- Develop the Coffs Creek walk with indigenous art works, sculptures, totems, stories and history.

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- There is the opportunity to build on community partnerships between the Indigenous community through already established organisations such as Saltwater Freshwater, the Regional Gallery, schools etc, building on existing foundations.
- Build on the Muttonbird Island shelter through developments such as the capacity to actually HEAR the voice of an Elder telling the island's story.
- Promote the understanding of ecological processes that Aboriginal people knew/know – by encouraging local indigenous people to share this knowledge, visitors not only learn about the land, and its fauna and flora, but also the cultural life and material artefacts of indigenous people.
- It would be wonderful if:
  - a) resources were made available to indigenous artists/artisans to develop their practices.
  - b) these practices were then presented in the community through workshops, concerts, exhibitions etc.
  - c) a schools program could be developed to introduce students to indigenous arts and artists, which provides some funds for artists to practice their art/craft.
- We need a Coffs Harbour Cultural Centre, where the myths, legends, art, crafts, storytelling, songs, ceremonies and language of the Gumbaynggirr people can become a significant part of other cultural pursuits. It could sell local aboriginal artworks and show short films of the local area directed at overseas tourism and locals interested in the culture of our 'first peoples'. There could be a museum component, language, dance, craft and painting workshops for children and adults.
- Support the integration of Aboriginal art and culture into infrastructure so those travelling into the region could see the spirit of Aboriginal Australia in the built environment. This sometimes happens overseas, e.g. American Indians in Arizona.
- Promote the local Gumbaynggirr language; e.g., the flags with "Ginginay" at the Hogbin Drive roundabout, but have more labeling on the walks in the Botanic Garden, at creek and forest walks, as well as at the airport and tourist centre.

**Attachment D: Snapshot of events calendars relating to Coffs Harbour, Thursday 6 Sept to Sun 16 Sept 2012**

***“If you don’t know it exists, you don’t know it exists and you don’t go looking for it.”***

This analysis of events was done with information available on Thursday 6 September and Friday 7 September. The idea was to see the position of someone, perhaps a tourist or a new resident or a resident who has visitors coming to town, and compare what information is available to them with what events are actually on.

**Online events calendars**

- Discover Coffs Coast - DCC
- Coffs Connect – Connect
- Coffs Harbour City Council Events Calendar - CHCC
- Coffs Advocate - CA
- Coffs Coast Independent - CCI
- Arts Mid North Coast What’s On– AMNC

NB: No sites mention or link to each other or any entertainment providers’ sites e.g. Coffs Ex-services Club.

**Paper events calendar:**

Social Animal Gig Guide – Coffs Advocate Wednesday 5<sup>th</sup> Sept edition – SAGG

The *Social Animal* Facebook page publishes the gig guide from the paper version on occasion but as at Friday Sept 7 2012 there was no listing published online for the period concerned. The last gig guide on the site was for mid August 2012. It is not clear if this is intended or an oversight. The site has 317 likes which is low for a site of this nature.

Karaoke, membership drives, regular meetings and sports events are not counted for this survey unless they were listed in two or more calendars. Events not open to the public such as the VIEW National Conference 14/16 Sept are not included. Some events for the second week were certainly missed as they would only be listed in the Social Animal gig guide.

Classes, cultural or not, are not included unless they are listed more than twice but there is a strong argument for some ready way to access this information. As they are aimed largely at people living in the area, listing on Coffs Connect would seem the best option if the site was

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well promoted. Indeed the random mixing of meetings, classes and events is one of the frustrations of using any of these calendars.

Other points:

- AMNC site lists two art exhibitions which are running through this period. These are not listed on any other sites.
- History Week events at the Library are not listed on any sites.

The cause for frustration to those who are marketing events is also evident from this list. Currently, for example, a group putting on a concert would need to enter the information separately in different formats to six online event calendars. There is no information generally available about usage of the calendars so it is not possible to prioritise based on the number of people who might access it.

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**Comparison of material in each calendar:**

Events which are part of a national or international tour or a national event are shaded.

Venue abbreviations:

Coffs Ex-services Club - CEX

The Hoey Moey - HM

Outlet/Date	DCC	Connect	CHCC	CA	CCI	AMNC	SAGG
<b>Thursday 6 Sept</b>							
1. Coffs Harbour Growers Market' <i>27</i>	y		y				
2. Coffs Harbour Writers Group Meeting*	y	y	y		y		
3. Open Mic night – Plantation Hotel*							y
4. Jack Carty – No 5 Church St							
5. Smooth Jazz							y
6. Sarong Bar							
7. Solomon Chowdry - HM							y
8. Ziggy by Request – Sawtell Hotel							y
<b>Friday 7 Sept</b>							
9. McClymonts - Two Worlds Collide CEX							y
10. Thorazoo - Coast Hotel							y
11. Rosey - No 5 Church St							y
12. Vanessa Lea and Roadtrain							y
13. Friday Folk - Lodge 241 Bellingen							y
14. Multiple live bands - Coffs Harbour Leagues Club							y
<b>Sat 8 Sept</b>							
15. Moonee Beach Swap Car Boot Market*			y		y		
16. Bellingen Plant Fair	y				y		
17. Bellingen Growers Market*	y						
18. Woolgoolga Beach Markets*	y						
19. KatchaFire and Ebb N Flo - HM							y
20. Nathan Kaye, Sawtell Hotel							
21. Dave Moye, Sawtell RSL							y
22. DJs Jordy and Uncle Russ							y
23. Live Jazz, Bean@Bello Café*							y
<b>Sun 9 Sept</b>							
24. Coffs City Uptown Markets*	y						
25. Pleasure and Pain Mountain Bike race	y		y				
26. Harbourside Markets*	y						y
27. Coffs Jetty Markets*	y						
28. Swingin' Sundaze*	y						
29. Roger Burke Quartet with Christie Schenkler – Barrels Restaurant*	y						y
30. Aurora Guitar ensemble – Jetty Theatre					y	y	y
31. Matty Devitt and Nathan Kay HM							y
32. Coastal Soul Sunday Sesh Coffs Harbour Surf Life Saving Club*							y



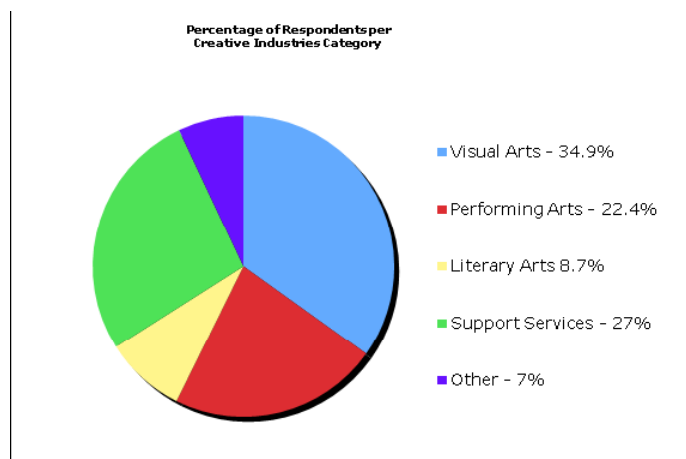
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Outlet/Date	DCC	Connect	CHCC	CA	CCI	AMNC	SAGG
33. Live Jazz, Latitude 30							y
34. Davo and Rowland Stones Sawtell RSL							y
<b>Monday 10 Sept</b>							
35. Cuban Dance – Club Coffs on High							y
<b>Tuesday 11 Sept</b>							
36. Diving For Pearls – Jetty Theatre	y						y
<b>Wednesday 12 Sept</b>							
37. Diving For Pearls	y						
38. Roger Burke Quartet with Christie Schkenkler	y						
39. Dave Strauss HM							y
40. Coffs City Choir at Sunrise Supported Living			y				
<b>Thursday 13 Sept</b>							Not available on date of analysis
41. Charmaine Wilson CEX							
42. Coffs Growers Markets	y		y				
43. Ben Francis, Beach Babe Bunnies							
44. Country Kin Folk Band at Sunrise Supported Living							
<b>Friday 14 Sept</b>							
45. Kuss Quartet and Naoku Shimizu, MusicaViva at CHEC	No listing – only international event during this period						
46. Katie Noonan and Karin Schaupp – Jetty Theatre	y						Not available on date of analysis
<b>Sat 15 Sept</b>							
47. Bellingen Community Markets*	y			y			
48. The Beautiful Girls HM							
<b>Sunday 16 Sept</b>							
49. Cello and piano recital Claudia Douglas and Mei Lim, Sawtell RSL				y	y		
50. Coffs City Uptown Markets*	y						
51. Coffs Coast Dragon Boat Regatta	y	y	y				
52. Harbourside Markets*	y						
53. Coffs Jetty Markets*	y						
54. Swingin' Sundays*	y						
55. Roger Burke Quartet with Christie Schkenkler*	y						
56. Steiner School Spring Fair		y		y	y		
57. Coffs Harbour City Orchestra Concert, Yeates Hall, Woolgoolga						y	
58. Peter Cornelius and Swamp House HM							
<b>TOTAL /58</b>	<b>23</b>	<b>3</b>	<b>7</b>	<b>3</b>	<b>6</b>	<b>2</b>	<b>23</b>

## Attachment E: Coffs Harbour Creative Industries

*[extracted from: Strom et al, (2007) "Creating" Creative Industries - creative industries profile for the Coffs Harbour LGA]*

In 2009, Council commissioned the Office of Regional Engagement at Southern Cross University to undertake research into the creative industries. This included developing a data base of creative industries professionals. For the purposes of this project the Coffs Harbour Creative Industry sector was divided into six categories. The 'creative' categories being: Visual Arts, Performing Arts, and Literary Arts, with the three other categories being: Support Services, Education and Training, and Venues and Facilities. There were a total of 228 registrations on the CHCC 'Creative Industries Register', between 1 July and 4 September 2007, and the gender profile was almost a 50/50 split. The diagram below indicates the percentage of respondents to the Creative Industries Audit undertaken in 2007 who were active in the following categories: Visual Arts, Performing Arts, Literary Arts and Support Services.



**Chart 1 - Percentage of Respondents per Category**

**(Source: Strom et al 2007 Creating Creative Industries)**

The employment profile indicates that 40.6% of creative industry workers are employed fulltime, 21.9% of workers are employed part-time, 19.6% are casually employed and 17.9% of 'workers' volunteer their services. The Visual Arts had the highest representation across all categories with 34.9%; the Support Services next with 27% of respondents, the Performing Arts attracted 22.4%, the Literary Arts 8.7% and 7% registered as other.

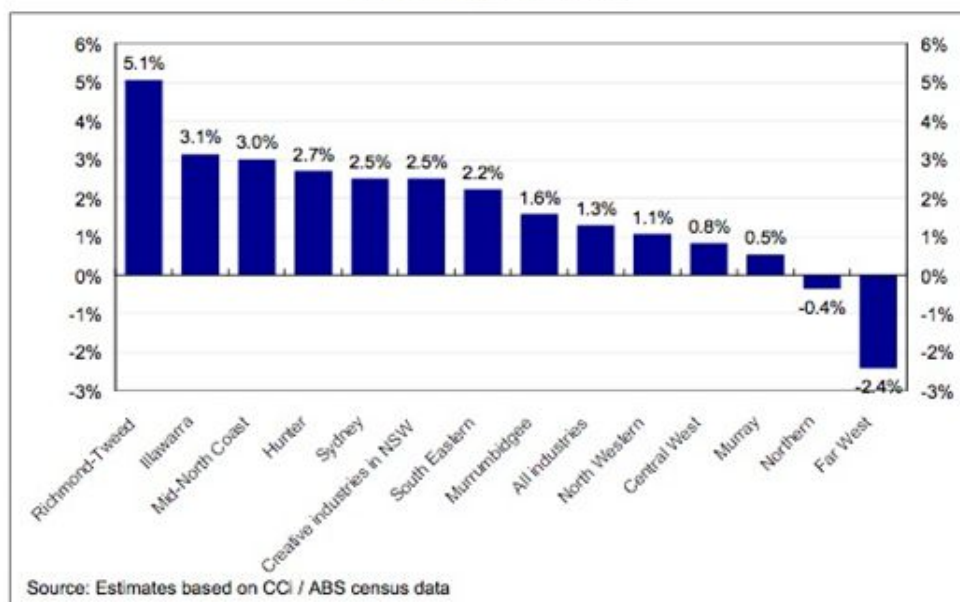
Attachment 2

In education and training the North Coast Institute of TAFE and Coffs Harbour Music Conservatorium were the two largest training providers with a total of 46 tutors/teachers registered. The remainder of the training was provided by dance studios, for example, which employ part-time and casual staff; or other individual tutors/teachers.

Public venues were defined as being those owned by a government body, and the 8 venues that registered belong to Council. All Council venues were available for private hire, 1 was licensed and 2 indicated that Creative Industry activities were their secondary, rather than their primary function. Private Venues were defined as those in private (non-government) ownership. A total of 47 Private Venues registered and 30 identified Creative Industries activities as their 'primary' function, while the remaining 17 nominated it as their secondary function.

In February 2009, the NSW Government released the 'NSW Creative Industries Economic Fundamentals' report. This report reveals that the Creative Industries is a significant growth sector achieving more than 28% growth over the last ten years, compared to 13.5% for all other industries. The Creative Industries currently represent 5% of the NSW economy. The following chart summarises the levels of activity across the state, and the Mid North Coast (MNC) ranks third with 3%, ahead of the Hunter (2.7%) and Sydney (2.5%). Furthermore on the MNC it should be noted that in 2001 2.6-3.3% of people employed in Coffs Harbour worked in the Creative Industries (Strom et al 2007).

Figure 5 – Creative industry employment: Total growth by NSW statistical divisions, 1996 to 2006 (best estimate)



(Source: NSW Creative Industries Economic Fundamentals, Department of State and Regional Development 2009).

## **Attachment F: Draft Terms of Reference for the proposed Cultural Reference Group**

The Reference Group will consist of nine members of the community who can bring experience and insight into the review of implementation of the Cultural Plan. These community members will be informed by their activities in Coffs Harbour, knowledge of the local region and experiences in other communities.

The group will meet three times a year:

1. The first meeting will take place half way through each year of implementation to review progress on the plan with the members of the Cultural and Community Development team;
2. The second meeting will be at the end of each full year of implementation to draft a section of the annual Cultural Report to Council; and
3. The third meeting will be shortly afterwards to finalise this draft.

Individuals will not be appointed as representatives of any organisation, but in their own right. The following criteria should be applied to selection/invitation of members with experience working with people and/or background in the following categories:

1. Aboriginal heritage, arts and culture,
2. youth
3. seniors
4. disability
5. creative industries
6. performing arts
7. visual arts
8. management of volunteers
9. migrant or diverse cultural experience
10. festival management
11. writing, literature, social media
12. history, museums, libraries

Notes on the scope of the group:

1. The Reference Group does not have a management role in any facility or supervisory role for any employee(s).

## Attachment G Bibliography

### Coffs Harbour specific:

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3. Coffs Harbour City Council Community Engagement Strategy
4. Coffs Harbour City Council Arts and Cultural Development Plan 2006-2009
5. Switched On Coffs – Digital Strategy, 2011
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7. Coffs Coast Culture: You can make a difference!
8. Toward a New Cultural Plan: the Arts and Cultural Strategy Consultancy report (Berg)
9. Coffs Harbour Social and Community Strategic Plan 2006-2010
10. Coffs Harbour City Council Multicultural Policies and Services Program
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### Local Government:

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3. Bellingen Shire Arts and Cultural Plan amended 2010
4. Port Macquarie Hastings Creative Industries Development Plan June 2008
5. Clarence Valley Cultural Plan 2007-2012
6. Greater Taree City Council Strategic Plan for cultural development
7. Yarra Ranges Views - Art in Public Places Consultation, Shire of Yarra Ranges, May 2010
8. Cultural Policy and Action Plan, 2008-2013, Shire of Yarra Ranges
9. Creative Communities Sunshine Coast 2010-2015, Report on Community Engagement, Sunshine Coast Council.
10. A Cultural Plan for Townsville, Townsville City Council 2001

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Aboriginal culture and heritage:

1. Aboriginal and Torres Islander Cultural Heritage Map of Queensland (Queensland Government)
2. Indigenous Tourism in Australia: profiling the domestic market, Tourism Research Australia, Canberra, 2010
3. *Saltwater Freshwater Art, Contemporary Aboriginal Art from the Mid North Coast of NSW*, Saltwater Freshwater Alliance, 2011
4. Indigenous Economic Development Strategy 2011-2018, Dept of Families, Housing Community Services and Indigenous Affairs.

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1. Arts Mid North Coast
2. Arts Northern Rivers
3. Regional Arts NSW
4. ARC Centre of Excellence for Creative Industries and Innovation
5. Local Government Assoc of NSW

State/National:

1. Creative Industries, a Strategy for 21<sup>st</sup> Century Australia, Australian Government
2. National Summary of Regional Arts Fund Projects 2011
3. *Are we innovating enough?* Dr Terry Cutler
4. Creating Creative Enterprise Hubs: A Guide – Renew Newcastle
5. *The economic value of Southern Cross University on the Coffs Coast Region economy: an input-output analysis*, L Walsh, SJ Wilde, J Bultgens and S Mason, 2009,
6. *Skill shortages in regional Australia and novel marketing campaigns: a sign of desperate times!*, Kerry Grigg and Debra da Silva, Conference paper – Sustainable Economic Growth for Regional Australia (SEGRA) 2012.
7. *Attracting and retaining mobile skilled workers: benefits for rural communities*, Peter Vitartas, Sue Kilpatrick, Susan Johns, Martin Homisan Conference paper – Sustainable Economic Growth for Regional Australia (SEGRA) 2009.
8. *Valuing the Arts: Theorising and Realising Cultural Capital in an Australian City*, Louise Johnson, Geographical Research, September 2006
9. Community Partnerships sector plan, 2010-2012 for community arts and cultural development, Australia Council, May 2011

**Attachment 2**

10. Access All Areas, Guidelines for marketing the arts to people with disabilities, Australia Council for the Arts, Australia Council, 1999
11. *Dropping off the edge*, Prof Tony Vinson, Jesuit Social Services/Catholic Social Services Australia, 2007
12. Living Learning Libraries – Standards and Guidelines for NSW Public Libraries, State Library of NSW, 2011

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1. Statistics Working Group Arts and Culture in Australia – a statistical snapshot
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International:

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2. creativacity.ca Cultural Planning Toolkit (Canada)
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1. *Social Inclusion of the Hard to Reach – Community Consultation and the hard to reach: Local Government, Social Profiling and Civic Infrastructure*, Nicola Brackertz and Denise Meredyth, Swinburne Institute for Social Research, 2008
2. Social Media Action Plan, Policy, Staff Toolkit and Reference Guide, Dept of Health (Vic)

### **About the author: Christabel Wright**

Christabel has an extensive background in cultural management from grass roots to national policy. After an honours degree in drama and history, Christabel completed post graduate qualifications in arts management and in public policy. She worked for ten years in regional community arts development for local government and not-for-profit organisations, organising festivals and tours, artist in residence programs, exhibitions and theatrical performances. Joining state government, she worked in aged care policy and public housing, in particular Aboriginal housing and crisis accommodation. In the mid 1990s, she became an early expert in online service delivery before joining the Australian Government to work on State/Commonwealth co-operation in that field. In 2002 she returned to cultural management at the national level, holding Director level positions specializing in creative industries and music industry development and managing the national cultural online portal before moving to literature, books and library programs. One of her last assignments before leaving Canberra to live on the Mid North Coast in 2009, was the establishment of the Prime Minister's Literary Awards. She initiated and runs, as a volunteer, the Schools Program of the annual Bellingen Readers and Writers Festival.



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**TENDER: RFT-575-TO - GRAVITY SEWER PIPELINE CONSTRUCTION - SAWTELL STP**

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**Purpose:**

To report on tenders received for Contract RFT-575-TO, construction of gravity sewer trunk mains at Sawtell Sewage Treatment Plant and to gain Council approval to accept a tender.

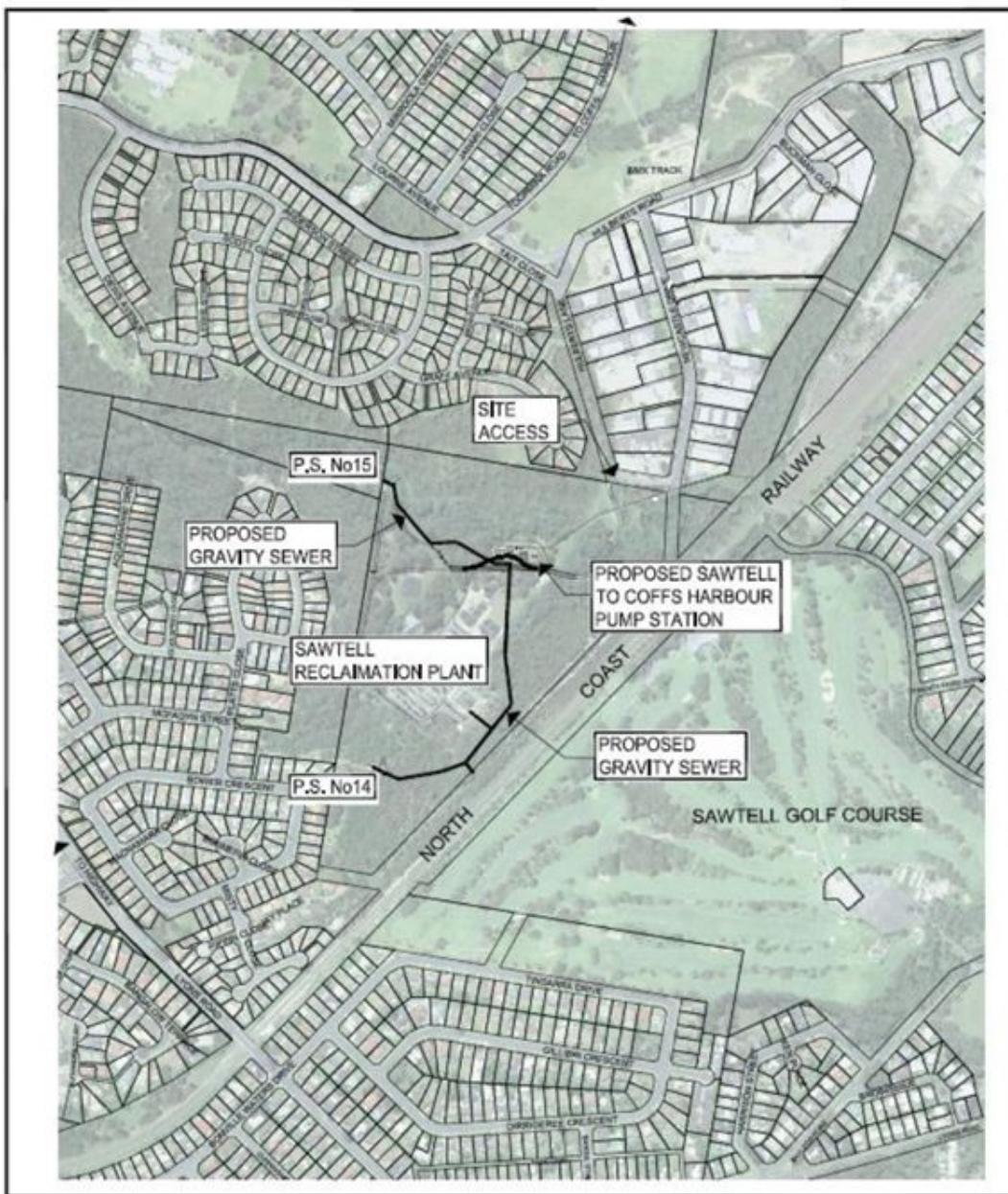
**Description of Item:**

As part of the Coffs Harbour Sewerage Strategy, the Sawtell Sewage Treatment Plant is to be decommissioned and the wastewater is to be directed to a proposed new wastewater pump station via gravity sewer pipelines and transferred to the new Coffs Harbour Water Reclamation Plant via a new sewer rising main.

The existing wastewater Pump Stations 14 and 15 will also be decommissioned and the incoming pipelines to them will eventually be connected to the new gravity sewer main after the new wastewater pump station and the Sawtell to Coffs Harbour sewer rising main becomes operational.

The gravity sewer pipelines project under this contract involves the following:

- Construction of approximately 135m of 750 dia. gravity sewer main by trenchless method
- Construction of approximately 180m of 750 dia. gravity sewer main and sewer maintenance chambers
- Construction of approximately 351m of 450 dia. gravity sewer main and sewer maintenance chambers
- Construction of approximately 32m of 600 dia. gravity sewer overflow pipeline and sewer maintenance chamber
- Construction of approximately 19m of 600 dia. gravity sewer main and sewer maintenance chamber



LOCALITY PLAN

SCALE 1:5000



Open Tenders were called for a Lump Sum contract in local and capital city newspapers and via Council's electronic Tenderlink Portal and closed at 3.30pm on Tuesday, 29 January 2013.

Tenders were evaluated on the following criteria:

- Tender price
- Experience and Performance in similar works
- Construction Methodology
- Compliance and logic of Construction Program
- Work, Health and Safety Systems

Five conforming tenders were received from the following:

- a) AJ Pipelines and Constructions Pty Ltd.
- b) Bob Chambers Pty Ltd.
- c) Kerroc Constructions Pty Ltd.
- d) Ledonne Constructions Pty Ltd.
- e) Rob Carr Pty Ltd.

#### **Sustainability Assessment:**

- **Environment**

The work under this contract is situated on Council land (Lot 6 DP 755536) and is located outside the Sawtell Sewage Treatment Plant enclosure. The land is predominately zoned 5A `Special Use Community Purposes' and consists of scattered vegetation, sections of which are mapped as Primary Koala Habitat.

The pipe alignment has been designed to minimise the quantity of individual trees and/or area of native vegetation that will be impacted by the proposed works. Also, to further minimise the impact on the vegetation, the contract requires the works footprint to be restricted to a 6m wide `construction zone', which for the most part follows areas previously cleared including existing mowing and vehicle access tracks.

The contractor is required to outline the methodology of removing any vegetation and is to liaise with Council's Environmental Engineer to quantify the number of affected trees deemed significant to determine the level of compensatory tree planting required.

The area of land is approximately 2ha and when the Sawtell STP is decommissioned, it is proposed that it be returned to park land. Any compensatory works required as a result of the subject works will be conducted in this 2ha area.

As part of the due diligence process a search of the Office of Environment and Heritage (OEH) Aboriginal Heritage Information Management System (AHIMS) did not identify any registered Aboriginal sites in or near the location of the property.

The construction of the new pipelines will involve deep excavations to below the existing water table and may require the establishment and operation of a dewatering system and thoughtful treatment and disposal of ground water in accordance with the specifications. Acid sulfate soils are likely to be encountered and will require treatment in accordance with the recommendations in the geotechnical report prepared by Soil Surveys Engineering Pty Ltd and the NSW Acid Sulfate Assessment Guidelines.

The contractor will be required to prepare and implement an Environmental Control Plan for the duration of the project before undertaking any construction activities to minimise any adverse environmental affects in order to comply with the specifications and the Part 5 Environmental Assessment.

- **Social**

The works are a component of the Coffs Harbour Sewerage Strategy that will improve Council's service to the broader Coffs Harbour community and is designed to accommodate the predicted future growth of the area.

The sewage treatment plant, Pump Stations 14 and 15 are to remain operational during the works and therefore there will not be any impact on sewer services to the community.

During construction the access road to and within the Sawtell STP site will be temporarily affected. Proper restoration of the site and strict maintenance of continuous access and traffic control as required by the specification will be implemented and monitored to minimise inconvenience to the local community and to minimise disruption to the operations of the Sawtell Sewage Treatment Plant and Sewage Pump Stations 14 and 15.

In the long term there will be positive social outcomes with the proposed future development of the site for sporting and recreational purposes after the decommissioning of the Sawtell Sewage Treatment Plant.

- **Civic Leadership**

As Council is the provider and operator of sewerage infrastructure for the community, construction of this work is consistent with the Coffs Harbour Sewerage Strategy and Council's 2030 Strategic Plan.

- **Economic**

**Broader Economic Implications**

The design of the gravity sewer pipelines is seen as the most cost effective method of transferring raw sewage from pump stations 14 and 15 and future connections to the proposed new Sawtell Wastewater Pumping Station. Materials have been chosen to ensure longevity of the asset and to minimise whole of life costs.

**Delivery program/Operational Plan Implications**

Council has Stage 2 funding approval for the overall project from the NSW Office of Water (NoW) under the NSW Country Towns Water Supply and Sewerage Program. Under NoW guidelines, a Stage 3 (and final) funding application for this section was not possible until after the closing of Tenders. This application has been made and is awaiting approval from the Minister for Primary Industries and Small Business. The subsidy is 12.1% of the total cost, and the Minister has been respectfully requested to issue approval by 6 March 2013.

Provision for the remainder of the costs for these works, has been made in Council's 2012/2013 Sewer Fund Budget.

The Tender prices includes GST and is not the net cost to Council.

**Consultation:**

Sewer Operations and Maintenance staff from Coffs Harbour Water were consulted during the design process.

Officers from Council's Sports Unit were also consulted, due to the proposed creation of parkland at the site after the Sawtell STP is decommissioned.

**Related Policy and / or Precedents:**

Tender procedures and analysis were carried out in accordance with Council policy. Council's 'Tender Value Selection System' was applied during the tender review process.

Council's policy is that the tender with the highest weighted score becomes the recommended tender.

Tender details and assessment are included in the Confidential Attachment.

**Statutory Requirements:**

The calling, receiving and reviewing of tenders was carried out in accordance with Part 7 Tendering of the Local Government (General) Regulations 2005.

**Issues:**

The recommended tenderer submitted the lowest price.

The recommended tenderer has performed works for Council recently are highly regarded due their past performance and consistent high quality work. Reference checks have confirmed the capability of the company.

**Implementation Date / Priority:**

A contract can be awarded upon Council's resolution to accept a tender. Failing any unforeseen events, it is expected that the works will be completed in July 2013 with a contract completion time of 16 weeks.

**Recommendation:**

**That Council considers tenders received for the Gravity Sewer Pipelines – Sawtell STP - Contract No. RFT-575-TO - and move the motion as detailed in the confidential attachment.**