

# COFFS HARBOUR CITY COUNCIL COMMUNITY AND CULTURAL FACILITIES PLAN 2021-2031









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# ACKNOWLEDGMENT OF COUNTRY

*Coffs Harbour City Council acknowledges the traditional custodians of the land, the Gumbaynggirr people, who have cared for this land since time immemorial. We pay our respects to their elders, past, present and emerging, and commit ourselves to a future with reconciliation and renewal at its heart.*

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# EXECUTIVE SUMMARY

*Community services and activities across the Local Government Area (LGA) should be supported by a network of fit-for-purpose facilities that meet identified community needs. Investment in additional community infrastructure should balance the needs and expectations of service providers and users with the responsible, effective and efficient use of Council resources.*

The purpose of the Community and Cultural Facilities Plan 2021-2031 is to guide Council's role in the provision and facilitation of community and cultural facilities across the Coffs Harbour Local Government Area (LGA) over the next 10 years.

The Coffs Harbour LGA has a diverse range of community and cultural facilities across 78 venues, from libraries, art galleries and community centres, to rural halls, small museums and an indoor theatre venue.

Council's vision for its community and cultural facilities is to provide members of the community with equitable access to a range of quality meeting, gathering and activity spaces to strengthen community life, social connectedness, economic diversity and wellbeing. Council's facilities should be focal points and hubs for community gathering, with suitable spaces to deliver services, programs and activities that contribute to a connected and culturally vibrant regional city.

Over the next 10 years, the Coffs Harbour Region is projected to grow by over 11,000 residents by 2031. Some of this growth will be accommodated within existing residential areas, and new growth areas such as North Boambee Valley. Integrating community and cultural facility planning with land use and precinct planning is key to respond to growth and development of Coffs Harbour as a Regional City.

Assessment of community and cultural facilities within Council's ownership or management has determined a variation in their condition, age, size, and accessibility or maintenance requirements. These facilities are governed under range of management and funding models, which have resulted in different venue utilisation, programming and service provision outcomes.

The assessment has also identified the importance of supporting Council's remotely located facilities to ensure they are maintained and play a role in supporting uses such as emergency and health management.

Community and cultural facility planning involves the allocation of resources and support to ensure sustainable management, operation and maintenance of facilities and services. Council also has a role to play in preparing feasibility studies, service planning, delivering and operating facilities, community capacity building, partnerships and brokerage.

The Plan was developed during 2019-2020 through a review of existing strategic documents, a broad community and cultural facility asset review, population and demographic analysis, development of principles and decision making criteria and a community engagement process.

This Plan outlines the priority infrastructure projects across the LGA that respond to community needs and population growth, projects that address bookings, governance and venues information; and opportunities to facilitate or broker a range of other spaces for community, cultural and creative uses.

The priority projects over the next 10 years are:

- Jetty Memorial Theatre expansion (multi-purpose and rehearsal space).
- Cultural Collections Facility.
- Moonee Community Hub.
- Coffs Harbour Entertainment Venue.
- Ayrshire Park community meeting space.
- Branch Library network expansion.









# INTRODUCTION

*Community and cultural facilities provide a space for groups to interact, promoting social cohesion, community connections, participation and a sense of belonging. They are essential to the health and wellbeing of communities with suitable spaces needed to deliver services, programs and activities to meet community needs.*

Demand for a diverse and adaptable range of community and cultural facilities in the Coffs Harbour LGA is growing, driven by population increases and the expanding needs of ageing, socially and culturally diverse communities.

## WHY DO WE NEED A COMMUNITY AND CULTURAL FACILITIES PLAN?

The Coffs Harbour Community and Cultural Facilities Plan 2021-31 (The Plan) provides a strategic framework to guide decision-making about existing community and cultural assets, their use and future development needs in the Coffs Harbour LGA.

It will provide a framework for Council to consider asset management planning and enable Council to respond to the changing and diverse community and cultural needs of the Coffs Harbour LGA. The Plan will guide and inform future land use planning processes for community and cultural facilities provision in growth areas.

The Plan was developed during 2019-2020 through a review of existing strategic documents, a broad community and cultural facility asset review, population and demographic analysis, development of principles and decision making criteria and a community engagement process.

## HOW WILL THIS PLAN BE USED?

The Plan establishes a set of principles and decision-making criteria for consideration of future facility or service development. These principles (outlined on page 18) aim to direct sound decision-making about planning, funding and delivery of future community and cultural facilities and assess further issues or opportunities as they arise.

The Plan will guide Council in the allocation of resources, planning of capital works and infrastructure investment, or identify divestment or alternative options for community and cultural facilities that Council has responsibility for managing and leasing.

This Plan will be implemented over a ten year period, with progress tracked annually and a review in year five.



# STRATEGIC POLICY CONTEXT

*The Plan builds on the vision and objectives of MyCoffs Community Strategic Plan to provide high quality community and cultural infrastructure under the goal of 'A vibrant, inclusive place'.*

The MyCoffs Community Strategic Plan prepared in 2017 sets out goals and priorities for the city over the next ten years and beyond. Under the MyCoffs Community Vision of “connected, sustainable, thriving”, the MyCoffs Plan centres around four themes: Community Wellbeing, Community Prosperity, A Place for Community and Sustainable Community Leadership.

This Plan responds to a number of directions in councils strategic documents, particularly the Creative Coffs - Cultural Strategic Plan 2017-22 to plan, develop and maintain community and cultural infrastructure.

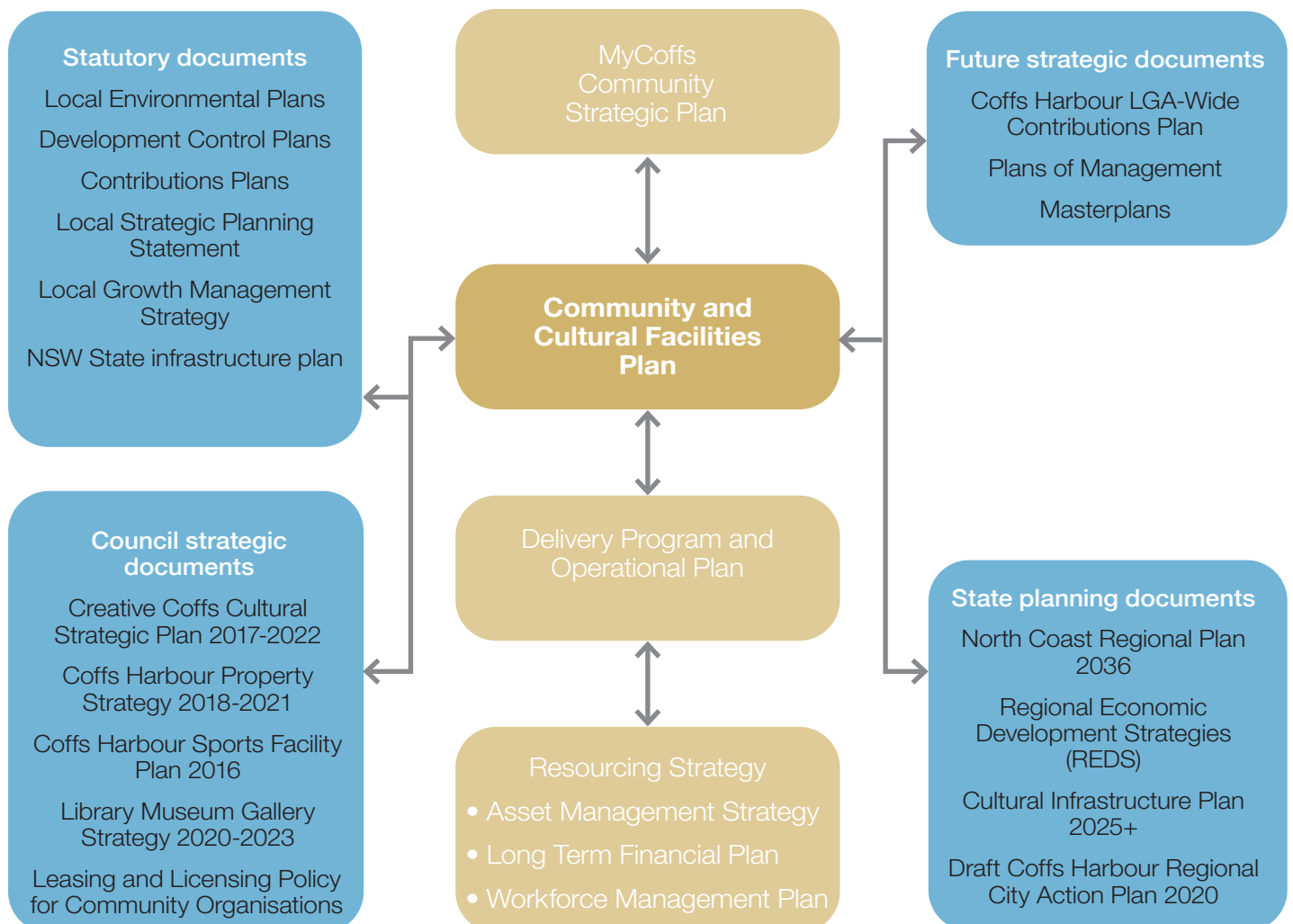
The implementation of The Plan will contribute to the realisation of Council’s key strategic documents (referred in Figure 1 below) that relate to future

growth, connecting and enhancing great places and shaping Coffs Harbour into a regional city.

In accordance with the Local Government Amendment (Planning and Reporting) Act 2009, Coffs Harbour City Council has implemented an Integrated Planning and Reporting (IPR) Framework into its overarching planning and reporting activities.

This legislative framework requires Council to prepare a hierarchy of plans that set out where the Coffs Harbour LGA wants to be in ten years and how Council will respond to help achieve these aspirations through details of its four year delivery program, annual operational plan, activities and performance measures and resourcing strategy.

Figure 1. Strategic documents, integration, planning and reporting context



# WHAT ARE COMMUNITY AND CULTURAL FACILITIES?

*Community and cultural facilities are buildings provided for the community from which programs, activities, events, functions, services and resources can be obtained.*

For the purpose of this Plan, community or cultural facilities are described as buildings or places owned, leased or managed by Coffs Harbour City Council that serve as a community meeting or gathering place. These premises are used for community use and provide opportunities for artistic, creative, social, recreational or cultural activities or programs.

As of 2020, there are 78 venues across the LGA that were considered in this report with 28 facilities owned or managed by Council that were reviewed to provide recommendations for their future use. More information about the LGA wide venues are included in Appendix 2 LGA Wide Community and Cultural Facilities. The Council community and cultural facilities considered in this Plan are described in the following way:

Figure 2. Facility type description

FACILITY TYPE	DESCRIPTION
 <b>Art Galleries</b>	Facilities that offer opportunities for the community and artists to display works, take classes, engage and participate with those of similar interests.
 <b>Community Halls and Spaces</b>	Venues available for community hire and use. These can be staffed but are generally not. They consist of community spaces that may contain multiple spaces, town halls, stand-alone single room facilities, kitchens and small meeting rooms.
 <b>Libraries</b>	Facilities that provide information, resources, programs and spaces to read, study, learn and socialise.
 <b>Museums</b>	Facilities that provide opportunities for visitors to see the history of a place or specific areas of interest.
 <b>Theatres</b>	A dedicated space for the engagement with a range of activities including performing arts, theatre, screen activities and community programs.
 <b>Other facilities</b>	Council owned or managed facilities that have a primary use as a recreation facility but offer a social contribution to the community.
 <b>Leased Facilities</b>	Council owned facilities leased or licensed by Council to agencies, organisations and groups who utilise the facility for activities, programs or services.

\*Community Facilities do not include educational establishments, hospital, retail premises, places of public worship or residential addresses.





## WHY ARE THEY IMPORTANT?

*Community and cultural facilities provide a range of direct and indirect benefits to the community.*

### GATHERING PLACES

Community and cultural facilities play an important role as the focal point for a community for a diverse range of activities including celebrations, events, meetings and cultural activities. More critically they provide a space where the community can gather and engage in shared experiences and improve social connectedness. As planning for social impacts of the COVID-19 pandemic continues, it will be important to recognise the role that facilities play on community strengthening including greater digital technology and connections and prioritise and invest accordingly.

### HEALTH AND WELLBEING

Community and cultural facilities play a critical role in fostering social cohesion and can have an important role in combating social isolation. In addition, the activities that occur in the facilities can often provide a safe environment for undertaking physical activity at all levels which improves individual well-being.

### INFORMATION AND SUPPORT

Community and cultural facilities are often central points for the dissemination of information to the community. Whether that is information about programs and activities available or services that are available to the community. In addition, some facilities provide direct support services to the community or assist in providing advice regarding other services.

### EDUCATION AND LEARNING

Community and cultural facilities can also be places where the community of all ages can access training and education opportunities. Training programs, language and English conversation classes, computer classes and a range of lifelong learning courses are examples of programs currently delivered in Council's facilities.

### CREATIVITY AND CULTURAL ACTIVITY

Community and cultural facilities host many different performances and events throughout the year. In addition, the facilities provide the location for a range of creative activities and classes that the community can undertake.

### LEISURE AND RECREATION

Community and cultural facilities can often have multiple spaces that are available for hire but can also be spaces for non-programmed activities where visitors can relax, read, study, socialise, play and connect with others.

### REGIONAL ECONOMIC BENEFITS

There is strong evidence that vibrant cultural offerings to regional communities have a positive impact on liveability, economic performance and play a role in attracting and retaining diverse communities. In addition, creative activity has been shown to provide innovative inputs for other areas of activity in regional economies such as agriculture, tourism, furniture, textiles and artisan industry.



# WHAT IS COUNCIL'S VISION AND ROLE FOR COMMUNITY AND CULTURAL FACILITIES?

## VISION

The vision for the Coffs Harbour LGA is identified in the MyCoffs Community Strategic Plan as 'Connected, Sustainable, Thriving'.

Council's aim is to develop well-designed communities that support and enhance the local character, provide active lifestyles and engender current and new residents with an ongoing sense of wellbeing and belonging.

Council's vision for its community and cultural facilities is to provide members of the community with equitable access to a range of quality meeting, gathering and activity space to strengthen community life, social and economic wellbeing.

Council's facilities should be focal points and hubs for community gathering, places where different cultures are celebrated and people feel a part of their community.

## COUNCIL'S ROLE

Community facilities are provided by a range of organisations across the LGA and many offer hireable spaces for the community and community groups. Council recognises the value and benefit that its community and cultural facilities offer

the community and is committed to being a key provider of quality and affordable community meeting space in the LGA now and into the future. Council's portfolio of community spaces currently provides for:

- meeting and activity space for general community hire;
- office and meeting space for community services, not for profit organisations and arts and cultural groups; and
- spaces for early childhood education and care.

Council's role stretches beyond provision and management and also includes:

- providing spaces to support residents for future resilience and disaster preparedness; and
- ensuring the use of facilities best aligns with community needs and interests.

While Council will remain a key provider of community facility space, it is also recognised that Council alone cannot sustainably provide for the full range of community needs in relation to meeting and activity space.

This Plan recognises the role that non-Council owned facilities can play in meeting the needs for community and cultural facility space.





In addition to the roles highlighted above, Council could also act as a conduit to non-Council facilities for community groups and organisations needing space. In this scenario, should demand exceed the capacity of Council facilities, or if a non-Council facility would be deemed a more appropriate space for the required use, Council could assist in locating and negotiating the use of other spaces.

The Coffs Harbour LGA requires well-designed infrastructure that supports current and new residents with a sense of well-being, belonging, culture and community cohesion.

Council's involvement in any project or activity is assessed on the most appropriate role(s) that Council can perform and is based around the actions outlined in Figure 3.

Figure 3. Council's role in facility provision

**ENABLER:** Creating an environment for community and cultural activity to flourish through capacity building, partnerships, improving access and opportunity, and actively supporting community-led initiatives and networks.

**LEADER:** Being proactive, and taking the first step to make things happen in the interests of the cultural and community life of the region.

**HOST:** Making Council spaces available to support local artists, creative businesses and community events.

**CUSTOMER:** Engaging the community, local artists in all art forms and creative businesses to work on Council projects.

**FUNDER:** Helping communities to realise their own initiatives, encouraging diversity and vibrancy through strategic funding programs.

**ADVOCATE:** Championing local community and cultural activity, leveraging Council's position to generate new opportunities.

**PARTNER:** Collaborating with the community and other agencies to support community and cultural activity.

**PROVIDER:** Directly providing cultural and community facilities, including theatre, museum, gallery and library services.

**BROKER:** Acting as a 'space broker' to assist groups locate and negotiate the use or development of other spaces with, for example, schools, leaders of faith-based organisations.

# HOW CAN COUNCIL FUND COMMUNITY AND CULTURAL FACILITIES?

*Funding is a key issue for Council as buildings age, repair and maintenance requirements increase over time and financial support for program delivery decreases.*

There are a number of different ways that councils are able to fund both the construction of new facilities and the ongoing operations of community and cultural facilities. The most common ways are outlined below.

## LOCAL INFRASTRUCTURE CONTRIBUTIONS

Under the Environmental Planning and Assessment Act 1979 and the Local Government Act 1993, councils in New South Wales can levy contributions on a development where that development generates an increased demand on council's services and facilities. Contributions are mainly collected under the Section 7.11 contributions mechanisms (formerly sec 94) – the original or traditional contribution, paid to councils based on the cost of providing additional infrastructure to meet the demand of new development. The contributions are levied based on the additional demand generated, i.e. the increase in residential lots/dwellings.

This Council currently has two Contributions Plans (Moonee and North Boambee Valley East) which include levies specifically for community facilities with a total allocation of \$2m collectively.

On a LGA wide basis, this Council is currently only collecting contributions for Open Space, Roads, Administration, Water Supply, Wastewater and Surf Life Saving equipment.

There is no LGA wide contribution plan which focuses on delivering community amenity, which is essential to creating a sense of place and community as well as connectivity between each neighbourhood nexus.

This Council has a unique opportunity in expanding its LGA contributions plans to include a focus on community-based infrastructure.

Alternatively, more community-based themes could be introduced to each individual Contribution Plan moving forward to allow this commonality throughout the wider Coffs Harbour region.

## VOLUNTARY PLANNING AGREEMENTS

Voluntary Planning Agreements (VPAs) are legally binding agreements between government agencies (including councils), land owners and developers. Agreements are often associated with a request for amendment to a Local Environmental Plan or a Development Application received by a council or State authority and include the provision of land and infrastructure delivery in lieu or in addition to monetary contributions. For example, a property developer may identify a need for a community facility within their development and propose to provide this facility in lieu of contributions payable against the development. This asset is later handed over to a council as a council-owned asset.

In such cases the VPA would typically include agreed facility specifications, inclusions, standards and timeframes. VPAs should only be accepted by a council if there is public benefit and they align with council's strategies and plans as per Council's 'Voluntary Planning Agreement Policy'.

## GOVERNMENT GRANTS

State and Federal Government grant programs are another opportunity for councils or other groups to apply for funding for community facility improvement or development projects. An example of this is the NSW Community Building Partnership which provides grants for local community infrastructure projects. As these are competitive processes, grants cannot be relied on as a certain, definite source of funding.

## CONSOLIDATION OF ASSETS

Due to the high cost of managing and maintaining building assets and a focus on efficiency and quality facility provision, there is a trend in facility planning towards the provision of larger, higher quality, multipurpose facilities that cater to a range of uses, and towards highly utilised facilities.

To fund these new or expanded facilities, many local councils are looking at opportunities for consolidation, including relocating services in lower quality spaces. In some cases, poor quality facilities that are not fit-for-purpose are rationalised to help fund new facility developments.

This is more difficult in a regional setting where the population and users are spread throughout the LGA.

## PARTNERSHIPS AND AGREEMENTS

There are many examples of councils across the state working in partnership with other government agencies, organisations and the private sector to develop and manage community facilities. Some examples of partnerships include:

- A partnership between a council and a State Government department. For example, School Infrastructure NSW in the development of infrastructure (e.g. school hall, classroom or sports facility etc.) that will be used by both the school and the broader community or the Department of Planning, Industry and Environment in the co-delivery of infrastructure in a planned Priority Precinct.
- A partnership between a council and a property developer in the planning and construction of a mixed-use development (that includes community facilities) on a council-owned site.
- A partnership between a council and a community organisation in the co-development of a community facility on council-owned land; and
- A partnership between a council and a community organisation, in which the organisation staffs and manages a council-owned community facility on the council's behalf.

## INCOME GENERATED FROM FACILITIES

Facilities can generate income through fees for hire of facilities and spaces. Community organisations and groups in the Coffs Harbour LGA can apply to hire space at a lower rate (subsidised by Council). Commercial program operators and private hirers pay full fee (as guided by Council's Fees and Charges Policy). Revenue generated from facilities can offset a local council's expenditure on facility operations and maintenance however in most cases this revenue is not sufficient to cover the basic costs of maintaining and operating the facility. Leased and licensed facilities can also generate income for local councils. This is dependent on the agreed fee associated with the lease/licence (the majority of which, for many councils in the past, have been low or no cost).

Councils must consider and balance the need for income to offset expenditure with providing access to low cost space to encourage and support the provision of much needed services and programs in the area.

Community centres that do generate a surplus generally utilise the additional funds for capital works programs. The revenue is then used when it has depreciated in the future to upgrade the facility.

In the case of new community and cultural infrastructure, councils often seek to create precincts that also house complementary commercial properties giving the opportunity to provide revenue to support and offset the ongoing cost of delivering the community services that are provided by the community and cultural infrastructure.

## FORWARD FUNDING OF INFRASTRUCTURE PROJECTS

Councils often face a significant shortfall between what they currently spend on maintaining and renewing its asset base and what infrastructure is required in the future. Whilst maintenance is funded through operating revenue, capital expenditure is funded by a combination of grants, loans, cash reserves in addition to an allocation of operating revenue.

To address the significant shortfall between council spending on maintaining and renewing its asset base and what infrastructure projects are required, councils are revising their loan borrowing policies to forward fund capital infrastructure expenditure.

Before borrowing, a complete analysis of all funding options should be outlined in this Council's Long Term Financial Plan, including a forward program of capital works identified as part of the long term management of its infrastructure assets, to determine borrowing requirements.

## COMMUNITY FACILITIES RESERVE

These types of reserves can be created by councils to allocate funds through approved rate variations. This Council manages a reserve which is allocated annually, primarily to loan repayments for a capital works program and associated maintenance costs for specific community assets. Available funds have also been allocated to additional programs, the most significant of which have been an annual Community Capital Infrastructure Grants Program and an annual amenities replacement program.





## MANAGEMENT CONTEXT

Local government is typically responsible for the funding and provision of community and cultural facilities. To achieve growth in community and cultural infrastructure provision, this Council must consider a range of management and funding models.

### COUNCIL MANAGEMENT

Council direct management occurs when the responsibility for the management of the asset is entirely with Council. This management approach may be considered suitable when the venue can be utilised by many user groups and the complexity and workload of bookings is likely to exceed the capacity of a volunteer Section 355 Facility Management Committee (355 Committee).

An example is the Cavanbah Centre.

### SECTION 355 COMMITTEES

Committees are established under Section 355, with delegations from Council under the provision of Section 377, of the Local Government Act. These terms refer to the Section of the Local Government Act in which the authority for such a Committee to be formed is identified. The Committee is responsible for activities as determined when the Committee is established. Terms of Reference for each facility are generally adopted at the beginning of each term of Council.

The 355 Committees provide a mechanism by which interested persons can have an active role in the provision / management of Council facilities or services. This management approach may be considered suitable when the venue can be utilised by a small to medium number of user groups, has a high level of local community engagement and the volunteers of the 355 Committee have capacity in the care, control and management operation.

An example is the Coramba Community Hall.

### LEASED AND LICENSED FACILITIES

A leased or licensed facility is where a contract is in place for the lessee (user) to pay the lessor (owner) for use of an asset. It also outlines the obligations of each party with respect to building use, security arrangements, maintenance and cleaning responsibilities. This management approach may be considered suitable when the venue is utilised by a single user group and the venue is likely to be unavailable to other user groups or the potential lessee is able to manage multiple users of the venue.

An example is the Boambee East Community Centre.

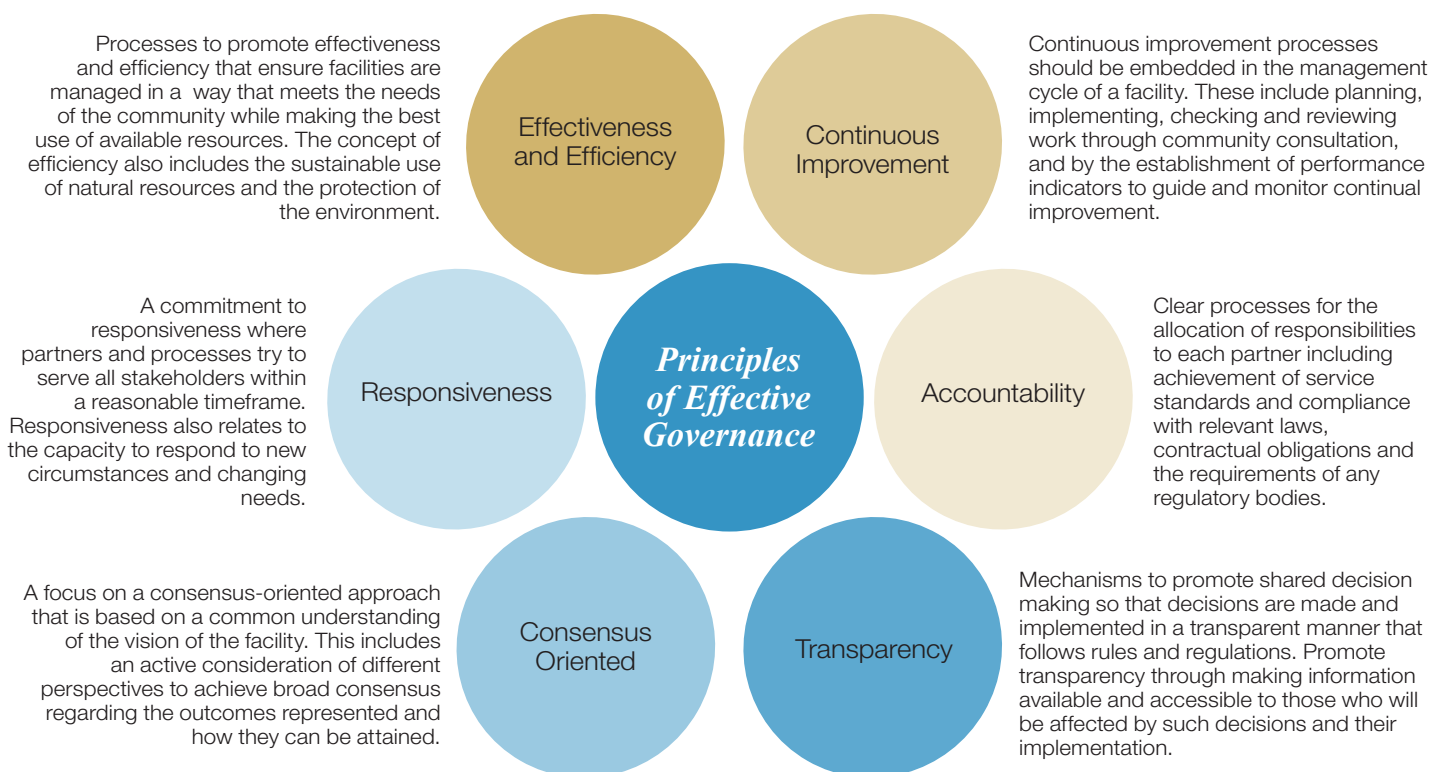


# PRINCIPLES OF EFFECTIVE GOVERNANCE

Effective management processes ensure community and cultural facilities provide continuous access to services and create broad connections pivotal to the overall health and wellbeing of the community. Good governance involves sound decision making and accountability mechanisms.

The following evidence-based principles provide the foundation for good governance and should be reflected in all formal agreements, informal agreements, partnerships and management processes.

Figure 4. Principles of effective governance



# PRINCIPLES AND BEST PRACTICE

*Community and cultural facility design and service delivery is a key challenge for Council as current infrastructure ages, demographics and population distribution shifts and the programming and service requirements for local communities continues to grow.*

In 2008, Landcom (The NSW Government land and property redevelopment organisation) produced a document entitled *Community Centre Guidelines* which highlighted a range of principles that had been developed to encourage and support those involved in the planning, design and operation of community facilities. They were developed through consultation with state and local government partners as well as with a range of stakeholders.

In 2020 the NSW Government drafted the NSW Public Spaces Charter October 2020 to support the planning, design, management and activation of public spaces in NSW. Public spaces are defined as public open space, streets and public facilities.

Under this definition, public facilities include public libraries, museums, galleries, civic or community centres. This Draft public spaces charter provides principles that its advocates can apply and scale to all these types of public space.

The principles outlined below reflect a cross section of council plans and strategies as well as research into the current design and operational trends, principles and best practice for community and cultural facilities. Whilst they are not meant to be a comprehensive list of elements to include, consideration should be given to each one.

Table 1. Best practice principles to guide community and cultural facility planning

PRINCIPLE	DESCRIPTION
Function as part of a network and equitably distributed	Facilities should be considered as a network of facilities that work together to meet a diverse range of community interests and needs. Planning and delivering facilities as a network, demonstrates an integrated, strategic and economically sustainable approach to community facility provision. It can assist to avoid unnecessary or unintentional duplication of services and amenities and can also help Council to plan for specialist services or amenities at individual facilities.
Located and integrated with other local businesses, services and facilities	Facilities are best located near shops, services, schools and other facilities where they can be easily accessed. These locations increase convenience and can reduce the need for multiple trips. Clustering and collocating community facilities can also provide a much more efficient use of resources, by sharing common facilities rather than each organisation having its own separate spaces and amenities. Co-locating various facilities and services on a single site in the form of a community hub is a trend in community facility planning.
Visually prominent	Facilities should be highly visible and easy identified as public places available for community use. Strong street presence also provides a prominence and establishes the facility as a focal point in the community. It also provides natural security.



PRINCIPLE	DESCRIPTION
Universal design	Facilities should be designed to be universally accessible for all potential user groups, including people with a disability and parents and carers of children. Access to facilities should enable physical as well as social inclusivity for all community members and where possible be designed to reflect the community with which it serves.
Multipurpose and adaptable	Where possible, buildings should be capable of delivering a range of services, rather than designated for single uses or specific target groups. Multipurpose spaces capable of accommodating a diversity of uses, will enhance the viability as well as the diversity of use enabling a range of activities and target groups to use the facility. Facilities that are responsive and flexible have the potential to be utilised to a greater degree over their lifetime.
Safe and secure	Facilities should be designed with crime prevention through environmental design (CPTED) principles, to ensure they are safe places for users and facility staff. Facilities should aim to be active, busy locations at all times with good passive surveillance.
Connected to public transport, pedestrian and cycling networks	Proximity to public transport enhances accessibility for all groups. This is particularly the case in the Coffs Harbour LGA where the public transport is limited and not readily available. Linking to pedestrian and cycling networks provides another outlet to promote the accessibility of facilities to all groups in the population and is a further means to encourage sustainable behaviour and a healthy and active lifestyle.
Environmentally sustainable	Environmentally sustainable infrastructure development aims to meet the environmental needs of the community today, while ensuring future generations enjoy the same benefits. Sustainable design and building practices not only reduce the negative effects on the environment but they also provide economic, productivity and community development benefits. Environmentally sustainable facility buildings provide operational cost savings, reducing the energy required to heat and cool the building, providing more efficient lighting systems and help to optimise the life-cycle economic performance.
Economically responsible	Facilities should provide value for money for Council in the overall delivery of their financial and social benefit. Capital funding may be a major issue, however sustainable ongoing operational funding must also be provided to ensure the ongoing interaction with and suitability for the local community. This highlights the importance of a strategic approach to facility planning and the consolidation of facilities and resources across the network.
Contributes to a sense of place, meets community needs and reflects local character and identity	Facilities should be distinctive and welcoming places that are planned, designed and programmed to meet the needs and values of their local communities. Facilities should reflect and promote the local community identity, history and heritage through building design, landscape, public art as well as the inclusion and display of local talent at the facility.



## WHAT SHOULD COUNCIL CONSIDER?

There are a number of factors to consider in guiding decision-making about the existing community and cultural assets, their use and future development needs in each locality of the Coffs Harbour LGA. Generally, community and cultural facility (community infrastructure) planning is informed by answering the following questions:

- What is there now, who does it serve and how well is it working?
- How are things going to change – how many people, where and when?
- What is needed to provide for the future community (existing and new)?
- How is this community infrastructure best provided for and managed?
- How will it be paid for (capital works and ongoing facility and operational management)?

### FACILITY PLANNING HIERARCHY

Community infrastructure mostly operates within a 'hierarchy of provision', with different scales of infrastructure servicing varying sized catchments, in terms of the area and number of people serviced. For example, local community halls generally service local catchments; youth hubs and libraries generally service district catchments; and regional art galleries and performing arts centres will service a larger regional catchment.

The following table is a basic model of community and cultural facility space provision. This hierarchy was developed for the purposes of this Plan.

### PLANNING CATCHMENTS

For the purposes of guiding this Plan, the Regional, District and Local area catchments have been adapted in order to assist the planning, delivery and management of current and future community and cultural infrastructure across Coffs Harbour LGA. Planning on a catchment basis enables:

- a more equitable approach to the supply and distribution of community facilities, with the ability to readily identify areas of under and over supply;
- a place based approach to planning for community needs, with the ability to align facility and service provision to different challenges and opportunities in each catchment; and
- focused planning in areas which are expected to experience high growth.



Coffs Harbour LGA has a diverse range of community and cultural facilities across 78 venues that are managed by Council, public (i.e. Crown) or private providers. Approximately half of all the LGA's community and cultural facilities are concentrated in the Coffs Harbour Central Catchment area. These include cultural facilities such as a library service, a Regional and other galleries, a museum, conservatorium and a smaller theatre. Community centres and halls are clustered across the LGA's towns and villages and provide for a range of community activities.

In addition to the catchment based approach, this Plan also recognises Council's Local Growth Management Strategy (LGMS) 'Place Hierarchy' which identifies City Centre, Major Towns, Villages, precincts places or hubs where future place manuals will be prepared. A place manual will act as a guideline to deliver private and built form outcomes for a particular town, village, precinct, place or hub.

Reference to relevant catchments and the Place Hierarchy are included in Figure 5 Coffs Harbour LGA catchments and Figure 6 Map of Place Hierarchy for the Coffs Harbour LGA.

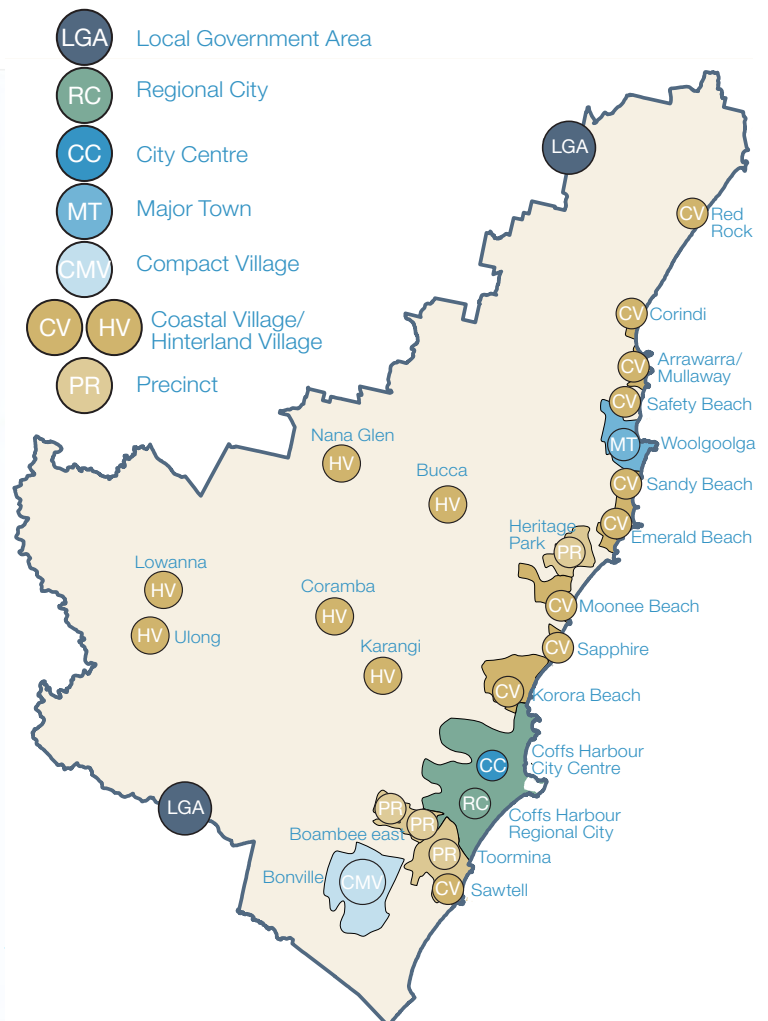
Catchment Area Descriptions have been prepared to summarise catchment-specific issues, levels of provision, site opportunities, key facility provision uses, demand assessment and future directions to inform the final Plan delivery program. These are provided at the end of this document.

Map locations of the LGA's community and cultural facilities are provided in more detail within Appendix 2 LGA Wide Community and Cultural Facilities.

Figure 5. Coffs Harbour LGA catchments



Figure 6. Map of Place Hierarchy for Coffs Harbour LGA



# FACILITY PLANNING HIERARCHY

*Planning for community infrastructure also considers the catchment area that various facilities must service, as this can affect the location and role of each facility; and service provision standards as outlined below.*

Table 2. Facility Planning Hierarchy

Hierarchy	Description	Expected population catchment	Relevant catchment (refer to Placemaking hierarchy)
Regional Level	At a regional level community and cultural infrastructure fosters community participation and cultural expression, and offers a high level of expertise in supporting quality of life, such as cultural infrastructure such as regional museums, galleries, performance spaces and larger sized multi-purpose community centres and hubs.	This catchment can cater for a population up to 100,000+ including visitors outside the LGA.	Coffs Harbour Regional City footprint
District Level	At a district level, community and cultural infrastructure is designed to address community needs, learning, social inclusion and participation.  The provision of community hubs is appropriate at district level to support local health, learning, and support networks. The catchment of district-level social infrastructure generally ranges from 20,000–30,000 people and often encompasses several local centres, such as youth hubs and branch libraries.	This catchment can cater for a population of 20,000 -30,000.	Northern Catchment Southern Catchment Central Catchment Western Catchment
Local Level	At a local level, community and cultural infrastructure is provided to meet basic community needs, provide a focal point for gathering spaces, allow people to source information, provide opportunities for community groups to meet and participate in programs, provide recovery and resilience support (i.e. Neighbourhood Safer Places), develop social capital and creative opportunities.  Local community and cultural infrastructure at a local level include community halls, leasable spaces.  Planning for new local areas should include facility/space which will act as a catalyst for developing social capital. Depending on the scale of development, this may range from upgrades of community meeting space facilities, conversion of existing spaces to co-locate other opportunities, to construction of a new small multi-purpose centre.	This catchment can cater for a population of 5,000 -10,000.	Coastal Villages Hinterland Villages Major Town Precincts





## BENCHMARKS AND PROVISION STANDARDS

Community infrastructure planning also considers service provision standards that can be described in different ways. In addition, these should also be taken into consideration with the specific drivers for area and overall strategic delivery but are generally expressed as:

- Per person or per household: e.g. one facility per x 10,000 people;
- By area: e.g. per cent of net developable area allocated for a facility;
- By distance: e.g. located within 1-2 kilometres from urban areas.

Table 3. Indicative benchmarks and provision standards

Facility or Service	Catchment level	Facility type / Size	Proposed Population Benchmark
Community	Local	Meeting space small	Up to 5,000
	District	Meeting space medium-large	Up to 10,000
		Multipurpose community hub	Up to 20,000
Cultural	Regional	Art Gallery	Up to 100,000
		Museum	Up to 100,000
	District	Art and Cultural Space	Up to 30,000
Performance	Regional	Auditorium	Up to 100,000
Library	District	Branch Library	Up to 15,000
	Regional	Specialist services	Up to 30,000
Targeted support (e.g. Youth, aged, CALD)	District	Drop in, welfare, programs	Up to 15,000

\* These standards are to be used as indicative guidelines in the assessment of future needs.

# HOW CAN COUNCIL PLAN EFFECTIVELY?

## STRATEGIC DELIVERY

The multi-disciplinary nature of community and cultural facility planning means that it requires an integrated whole-of-council approach to bring together relevant departments, information and processes from across council.

Community and cultural infrastructure delivery must be based on comprehensive evidence, rational decision-making and integrated planning. A range of relevant data, knowledge, plans and projects exist across Council that need to be combined into a coherent picture of supply and demand for community facilities and services. In addition, these can be augmented with new strategic assessments, data and input from the community and other service providers offering council a continuing assessment of its priority needs now and into the future.

Community and cultural facility planning cannot be a finite or one-off exercise; it needs to respond to changing circumstances over time, such as new policy and legislation, evolving service delivery models and participation trends, changes to infrastructure, and changes to communities' needs for services and facilities.

## DECISION-MAKING CRITERIA

When planning for new, upgraded or the redevelopment of a community or cultural facility, including a change of use, council will consider the following directions:

1. Facilities and services meet identified community needs and service requirements;
2. A network of shared community facilities within a reasonable journey from users;
3. Integrated service delivery through facilities that are fit for a range of uses and adaptable to changing needs over time;
4. Optimisation, consolidation and rationalisation (where appropriate) of existing community infrastructure;
5. A focus on financial and social sustainability;
6. A partnership approach to providing community infrastructure.

The following Figure 8: Decision making criteria illustrates the decision-making process.

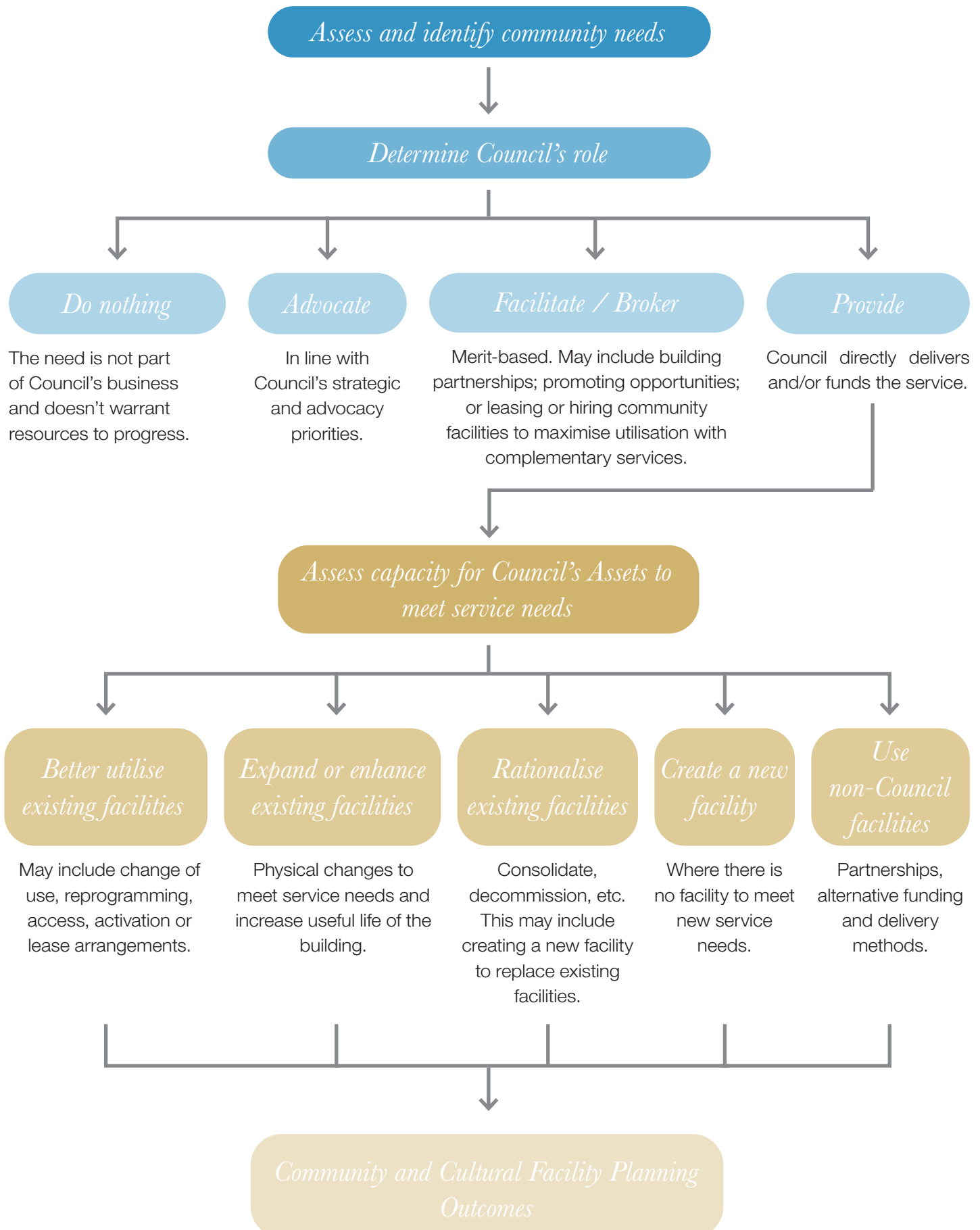
Figure 7. Inputs into effective community infrastructure planning





# DECISION MAKING CRITERIA

Figure 8. Decision making criteria





# COMMUNITY PROFILE ANALYSIS

*The Coffs Harbour LGA has a growing and diverse demographic profile, and its residents have evolving housing and accommodation needs.*

The Coffs Harbour LGA has a growing and diverse demographic profile, and its residents have evolving housing and accommodation needs.

The different elements of the community profile and the population growth features give an indication of the potential shape and characteristic of the population in the future and therefore an outline of what may be required by the community in terms of community and cultural facilities over the life of the Plan.

A key driver across the LGA is the significant difference in the supply of residential property which will also have a major influence in structuring different population and household futures within the area over the next five to ten years.

There is substantial pressure for residential expansion within the Coffs Harbour LGA from both existing residents and from people moving to the area. It is assumed that this pattern will continue into the future, driving residential development around the Northern catchment, including Moonee and Woolgoolga and west of the Pacific Highway, including the North Boambee Area, the Jetty and Park Beach areas within the Central catchment.

There is an opportunity to facilitate the development of community or cultural facilities in locations (including identified Contributions Plans) to address population growth and to facilitate upgrades to existing facilities where population groups have less access to centrally clustered facilities.

Current population information is provided in Appendix 3 Coffs Harbour LGA Community Profile, based on the 2016 Census results.

## POPULATION GROWTH

Over the next 10 years, the Coffs Harbour Region is projected to grow by over 11,000 residents by 2031\*. Population growth across the Coffs Harbour LGA is not consistent, with some areas experiencing high levels of growth and some areas seeing reductions. There is substantial pressure for residential expansion within the Coffs Harbour LGA from both existing residents and from people moving to the area. It is assumed this pattern will continue into the future, driving development around the Northern catchment including Moonee Beach and Woolgoolga. Population growth is forecast in the Southern and Central catchments, such as North Boambee Valley and infill areas around the Jetty and Park Beach.



More information about population growth and residential development is provided in the Coffs Harbour Local Growth Management Strategy 2020.

Although outside the timeframe of The Plan, Bonville Compact Village is a land release area anticipated for post 2040, which will require longer term planning for future facility provision.

In 2016, the highest levels of migration out of the LGA were by people aged between 18 and 24 years with a net loss of 1,084 persons. The highest levels to come in to the LGA were people aged 35 to 44, a gain of 660 persons. This also indicates that program requirements need to be considered as the demographic of the population changes.

### HOUSEHOLD TYPES AND FAMILY COMPOSITION

In 2016, the dominant household type, representing 27% of the Coffs Harbour LGA population was couples without children. Lone person households were the next dominant household type, representing 24.7% of the population. Over the past 20 years, there has been a significant decrease in couples with children and a consistent increase in lone person households, with the exception of the period between 2011 and 2016. Looking towards the future, this trend is expected to continue.

### HOUSEHOLDS WITH CHILDREN

In 2016, there were 5,256 couple and single parent households with young children (under 15 years only) in Coffs Harbour City, representing 17.8% of households.

Between 2011 and 2016, the total numbers of couple households with young children increased by 82 while the proportion of this household type as a proportion of total households decreased from 13.5% to 13.0%.

Single parent households with young children decreased by 158 and from 5.8% to 4.9% as a proportion of total households.

Localities with the highest numbers of households with young children in 2016 were Coffs Harbour (Central North), Coffs Harbour (West) and Toormina.

Areas with comparatively high concentration of families with young children as a proportion of their total population in 2016 were Moonee Beach (31%), Sandy Beach-Emerald Beach (29%) and Bonville-Bundagen-Boambee (28%). All these areas contain large and relatively recently developed housing estates.

### UNEMPLOYMENT

In 2016, 7.3% of the Coffs Harbour City labour force was unemployed compared with 7.8% for Mid-Coast NSW and 6.3% for NSW.

The youth (persons aged 15-24) unemployment rate was much higher, however, with 782 youth (15.4%) unemployed in 2016.

The unemployment rate varies across the LGA with higher unemployment rates evident in the more remote parts of the LGA, including Lowanna, Ulong, Corindi and Bundagen. Of the larger sized census districts, Toormina and Coffs Harbour (Central North, Central and North-East) had the highest unemployment rates. In the 2020 March quarter, the unemployment rate in Coffs Harbour City was 4.9% which was lower compared to the December 2019 quarter unemployment rate at 5.0%.

At the time of this Plan's development, COVID-19 may have impacted the unemployment rate further, particularly for casual and younger aged workers. Industry sectors impacted during this time include manufacturing, construction and accommodation and food services.

### TRANSPORT

Of the people who travel to work, the 2016 census outlined that 89.6% of people travelled to work in a private car, 82.4% as the driver and 7.2% as a passenger. Only 0.7% took public transport and 4.3% rode a bike or walked.

### INCOME

Analysis of individual income levels in the LGA in 2016 compared to New South Wales shows that there was a lower proportion of people earning a high income (those earning \$1,750 per week or more) and a higher proportion of low income people (those earning less than \$500 per week).

### CULTURALLY & LINGUISTICALLY DIVERSE (CALD) COMMUNITIES

The Coffs Harbour LGA has a growing level of cultural diversity. Since 2008, the LGA has been an identified Refugee Welcome Zone. As a designated migration resettlement area, the LGA has a larger proportion of people speaking a language other than English at home compared to other cities on the North Coast and regional NSW. Different CALD groups will require a range of culturally appropriate service needs and facilities.



# COMMUNITY AND STAKEHOLDER ENGAGEMENT

The community and stakeholder engagement was undertaken as part of the overall process which included the associated *Issues and Options for Performing Arts Spaces (Indoor and Outdoor) Final Report* and the *City Hill Scoping Project Site Analysis* in 2020. Council promoted widely to key stakeholders, community facility users and the broader general public through a variety of mediums including Council's website and social media pages, advertising in print and information spread through the facilities. Activities included:

## STAKEHOLDER ENGAGEMENT

Council engaged with a number of key stakeholders across cultural and community venues from September 2019 to February 2020, including centre managers and co-ordinators, deliverers of programs in centres, facility representatives and youth representatives.

## SITE SPECIFIC ANALYSIS

The engagement process included a review of 28 community and cultural venues that Council owns, leases or has a management arrangement with as well as consideration of other facilities across the LGA that provide similar facilities and/or services.

## COMMUNITY FACILITIES WORKSHOPS

Council conducted a total of 8 workshops across the LGA between the 10th and 14th of February, 2020 which all members of the community were invited to attend to discuss their issues and ideas including at locations in Coffs Harbour, Sawtell and Woolgoolga.

It is acknowledged the Nana Glen and Coramba workshops were affected by excessive flood waters or bushfires at this time and were not run, however participants were contacted via phone.

## OTHER PROJECTS

Feedback from the community and cultural facility planning projects running simultaneously – the *Issues and Options for Performing Arts Spaces (Indoor and Outdoor) 2020* – took into consideration a number of the facilities in this plan as well as the broader context of the current provision of facilities for the performing arts across the region.

## COMMUNITY FACILITIES SURVEY

An online survey was hosted on Council's Have Your Say website from December 2019 to February 2020. The survey sought feedback on facilities and ideas for the future from the broader community as well as existing facility hirers (including individuals, organisations and groups). The Have Your Say webpage also acted as an online portal for information relating the project including objectives, key dates and contacts.

There were 20 responses to the survey.

## ENGAGEMENT WITH KEY COUNCIL STAFF

A number of key Council staff who deliver or have responsibility for community and cultural facilities were interviewed. In addition, staff that are responsible for other areas of Council that influence the community and cultural facilities were also interviewed as part of the consultation.



# ENGAGEMENT FEEDBACK

## TRANSPORT

The difficulty in accessing suitable public transport options is one of the major issues across the Coffs Harbour LGA and is universal to people in all age groups. Feedback indicated that access to public transport options were a barrier due to cost and insufficient arrival and departure timetabling. This may result in residents being required to drive to any activity that they are wanting to participate in.

*Access to public transport is a concern for all stakeholder and community groups given the lack of options across the LGA.*

## FACILITY COST

The cost to hire venues was a key consideration for organisations. For hirers it impacted significantly on the types of venues that they were able to hire. For venues, the hire rates that they charge are not reflective of the overall cost to manage or operate the venue and don't always cover the cost of maintaining the venue to any standard. All hire fees contain a substantial subsidy so that hirers are able to access the venue.

## AVAILABILITY OF VENUES

Participants highlighted that there is a need for more community and cultural infrastructure to support rapidly growing and changing population and expressed concerns that some existing facilities are already at capacity. The key hiring times, after school finishes at 3pm and up until 9pm at night were considered the peak times as well as Saturdays. These times were generally well booked by most venues. This meant that many new entrants or expansions to existing programs were not able to access venues.

## PROGRAMS

A wide range of programs are offered by community centres that are leased however there are very few programs offered in community facilities that are managed by Council. Leased facilities also highlighted the decreasing funding from state government for programs which was placing even further pressure on their ability to offer programs and in some cases their ability to operate.

## SERVICE DELIVERY

It was identified that service providers are facing both increasing demand and complexity across their delivery portfolio as the population grows and changes. Leased facilities specifically identified an increasing number of newly arrived and refugees living in the Coffs Harbour City Council LGA and a need to support those communities.

*The three neighbourhood centres provide good examples of diverse, well utilised programming outcomes with limited resources.*

## FACILITIES FOR YOUTH

Stakeholders and the community identified youth unemployment, spaces for youth mental health services and a youth recreational space as being some of the most needed services across the Coffs Harbour LGA. Many young people outlined that they would not access facilities at the Groundworks youth centre at the Coffs Harbour Community Village Coffs Harbour Community Village due to safety concerns.

In 2019, Groundworks moved to a new location.

## SOCIAL ISOLATION

Social isolation is a key consideration in areas outside of large towns and cities due to the lack of services available locally. The size of the Coffs Harbour LGA means that the physical distance between places can be substantial. When coupled with the lack of public transport it can mean that people have limited options to access facilities and programs.

## MAINTENANCE

Maintenance issues were raised by hall users and council officers as a key area that needed constant attention. Consultation with stakeholders for this project indicates that Council should consider actions to ensure its facilities are consistently maintained in a manner that will reflect conditions suitable for contemporary use and have the capacity to adapt to future needs.



## SERVICE TYPE ASSESSMENT FINDINGS

This section outlines an assessment of Council managed or owned community and cultural facilities. This assessment analysed service types, management structure, utilisation and key challenges, strengths and issues.

### *Art Galleries*

There are three Galleries across the LGA. Two are leased and managed by community volunteer committees and one is managed directly by Council. They vary significantly in size, exhibitions and in the types of programming that are offered.

#### STRENGTHS

The Coffs Harbour Regional Gallery provides a range of exhibitions on a rotating basis which includes local artists. The Cultural and Civic Space estimated to open in 2023 will provide an upgraded facility for the Coffs Harbour Regional Gallery to increase regional touring exhibitions.

The Woolgoolga Art Gallery is well-utilised and provides a range of programs including classes and exhibitions. The kiln at the Gallery is a good resource for the facility as well as the region and provides the opportunity for local artists to develop their craft.

The National Cartoon Gallery @ The Bunker is a well regarded and supported Gallery that has a private collection of cartoons. This gallery is undergoing expansion works which will be finalised in 2021.

#### CHALLENGES

The location of the National Cartoon Gallery @ The Bunker outside the city centre area may mean that it will require additional marketing and promotional support.

#### PRIORITIES, OPPORTUNITIES & GAPS

A key priority is to deliver an upgraded regional gallery for the Coffs Harbour LGA.

The Woolgoolga Art Gallery has the potential to further develop its education programs and grow its exhibition capacity.

The National Cartoon Gallery @ The Bunker has received funding for an expansion of its floor space including a cafe area and theatrette.

#### CONCLUSION

The priority is to deliver an upgraded Regional Gallery which will be met by the Cultural and Civic Space.

A Cultural Collections facility is required to assist the delivery of services by allowing for the growth of collections, the appropriate storage of collections in a protected environment and provide easy access to collections that can be regularly rotated through councils various services and beyond. This facility has potential to include public programming within workshop spaces.



## *Community Halls and Centres*

There are nine Community Halls and Centres managed through Council dispersed throughout the LGA with four of the facilities in the Western catchment. They vary in size and amenity as well as the types of activity that occur within them.

### STRENGTHS

These provide opportunities for the community to access hireable space at a low cost. Halls and Centres are generally able to cater for meetings and small group activities which are the predominant hiring types.

### CHALLENGES

The facilities across the LGA are generally not purpose built and so are adapted for the individual hiring requirements or the activities that take place in them. When facilities are adapted for a single purpose this can cause a reduction in the likelihood of additional hiring. There are examples of purpose-built buildings which in general operate more efficiently such as the Cavanbah Centre.

The dispersal of community facilities in the Western catchment creates access challenges due to their

distance and the size of the community that they are in close proximity to. Whilst the utilisation of some of the venues is very low, they are important for their community connection and service provision.

### PRIORITIES, OPPORTUNITIES & GAPS

The provision of community and cultural facilities lags behind the supply of housing developments.

The Moonee Beach area has been identified as having a low provision of community space.

Increase in population across the Southern and Central catchments (including the North Boambee Valley area) indicated that provision of additional or upgraded community multi-purpose space west of the Pacific Highway and within the Southern catchment will be required.

### CONCLUSION

Prioritise the development of new facilities in identified growth areas and seek to upgrade and maintain existing facilities.

Support and resource activities to increase utilisation of facilities for a wider range of uses across the network.

## *Leased Facilities*

There are eight facilities that Council leases to organisations or licences their use on a short term agreements. These facilities provide a range of activities and service needs for the local communities.

### STRENGTHS

The leased facilities offer a far greater range and number of programs in comparison to Council or 355 Committee managed facilities. These facilities also provide a range of free or low cost services to the community including support services such as mental health and community engagement.

### CHALLENGES

Leased facilities are not directly funded by Council and require support from other levels of government, the community (through fees for programs) and where possible corporate support to deliver their programs. This funding, in most circumstances, is not ongoing and only for certain programs and therefore the focus of management can be applying and seeking funding for operational activities. Funding can be based on government priorities and programs that are successful do not necessarily continue to be funded.

The facilities are reliant on a pro-active manager, Board and enthusiastic group of volunteers to deliver the services provided. There is a risk that if either of these are not able or willing to continue to manage to service delivery.

### PRIORITIES, OPPORTUNITIES & GAPS

It is recommended that Council have a clearer overall understanding of the facilities and the programs that they are delivering and work in partnership with lessees to deliver the desired strategic outcomes.

The facilities need capacity building program assistance to increase revenue opportunities to provide additional stability and viability for their ongoing operations.

### CONCLUSION

Organisations that lease properties do have cost responsibilities for maintenance which has resulted in diminishing revenue available for community programming or services. Council policies, such as the Leasing and Licencing Policy for Community Organisations could assist groups to remain sustainable.

## *Theatres and Rehearsal Spaces*

The Jetty Memorial Theatre (JMT) in Coffs Harbour is a small 255-seat theatre that provides a range of performances, theatre and film events as well as meetings and conferences. It is currently the only Council facility that offers ongoing and regular performances as well as a membership.

### STRENGTHS

The utilisation of the JMT is relatively high with a range of groups using the theatre as the place for their performances. The theatre is generally well-supported by patrons and the broader Coffs Harbour community.

### CHALLENGES

There is only one fit-for-purpose theatre in the Coffs Harbour LGA; the Jetty Memorial Theatre, located in the Jetty precinct. The Theatre has some restrictions due to its size (255-seats) and the size of its stage. Further outline of the requirements for an additional larger performing arts centre are discussed in more detail in the Issues & Options Paper for Performing Arts Spaces (Indoor and Outdoor) 2020 .

## PRIORITIES, OPPORTUNITIES & GAPS

There is a gap in the provision of a large performing arts space or theatre with a large stage to accommodate large group performances and performances that have the potential to have a large audience.

The JMT currently has plans to expand to include a multi-purpose community and rehearsal space which should be actioned as soon as funds become available.

There is also a lack of dedicated rehearsal space in the Coffs Harbour LGA. Whilst all performance groups identify solutions they are mostly in facilities that are not built for this purpose.

### CONCLUSION

Complete the proposed JMT expansion project when funds become available.

To further assist the growth of Coffs Harbour as a regional city, progress the feasibility study for a new indoor entertainment venue.

Continue to support and where possible expand the programming presented by the JMT.

## *Other Facilities*

There are four other community facilities that require a portfolio review; Ayrshire Park, Nana Glen Sport, Recreation and Equestrian Centre (NGSREC), Sportz Central and 189B Harbour Drive (Old Museum).

### STRENGTHS

The facilities are large and have the ability to hold sporting activities and major events.

### CHALLENGES

The facilities are included as community venues however their primary purpose is to support and deliver sporting activities and therefore are not similar to other community halls and facilities.

The NGSREC is a large recreation facility including a tennis court that has the capacity to attract major sporting events however lacks some event infrastructure that would allow it to effectively compete for events.

## PRIORITIES, OPPORTUNITIES & GAPS

The operations of the Nana Glen Sport, Recreation and Equestrian Centre are not well defined and should be reviewed by Council.

Ayrshire Park has existing infrastructure and is located in an area which has an established need for additional community facilities and therefore the potential for it to be the new multi-purpose community space should be investigated further as part of the masterplanning process.

189B Harbour Drive is currently being utilised by the table tennis association and the venue has limited availability for other groups to hire.

### CONCLUSION

Review the portfolio and asset management responsibilities for NGSREC, Sportz Central, Ayrshire Park and 189B Harbour Drive.

Council should undertake a separate review of all operations, management and Crown Lands status of the Nana Glen Sport, Recreation and Equestrian Centre to gain a greater understanding of the current practice and determine the most appropriate management of the facility in the future.

The 189B Harbour Drive site, whilst operating as a sport and recreation use may be better utilised with alternative uses.

## *Libraries*

There are currently three libraries in the Coffs Harbour LGA; one in the central area, one in Toormina and one in Woolgoolga. They are directly managed by Coffs Harbour City Council.

### STRENGTHS

The libraries are located relatively close to town centres and have established programs and regular activities that engage with a range of demographic and socio-economic groups.

They offer a range of programs however are restricted in the activities that they can offer due to size of the libraries.

### CHALLENGES

The libraries are traditional spaces that lack bookable or informal meeting spaces and have not fully engaged with contemporary technology and design principles.

Appropriate storage of collections within proximity of the new redeveloped library services and to provide for future service expansion will be required.

### PRIORITIES, OPPORTUNITIES & GAPS

The current development of the Cultural and Civic Space will provide an upgraded facility for the central Coffs Harbour Library. The development will provide contemporary facilities to be able to engage with a broad cross section of the community.

A larger central library will also enable Council to offer additional services such as outreach library services and pop-up libraries.

A dedicated storage facility that can assist the library to grow its collection and maintain the collection in an appropriate way.

### CONCLUSION

Planning for a Branch Library Network expansion will address future population growth, additional services and programming needs.

A Cultural Collections facility would greatly assist the delivery of services by allowing for the growth of collections, the appropriate storage of collections in a protected environment and provide easy access to collections that can be regularly rotated through Councils various services and beyond.

## *Museums*

There is one Council managed museum.

### STRENGTHS

The regional museum has been included as part of the Cultural and Civic Space project and will assist in delivering a museum to the Coffs Harbour LGA.

### CHALLENGES

The challenges for the regional museum identified in the Library, Museum and Gallery Strategic Plan are:

- Lack of visibility on Harbour Drive/isolated facility;
- Poor collection storage over two inadequate sites;
- Current size limitations and space constraints due to heritage building; and
- Limited staffing.

Storage of exhibits and collections is not optimal and a dedicated collections storage facility is required to ensure the protection of items.

### PRIORITIES, OPPORTUNITIES & GAPS

The inclusion of a Museum space in the Cultural and Civic Space project will assist to deliver programs more effectively.

There is poor collection storage over two inadequate sites. There is a significant gap of a dedicated cultural storage facility that can assist the museum to grow its collection and maintain the collection in an appropriate way.

### CONCLUSION

The development of the new Cultural and Civic Space will provide additional museum spaces, programs and activities. A Cultural Collections facility would greatly assist the delivery of services by allowing for the growth of collections, the appropriate storage of collections in a protected environment and provide easy access to collections that can be regularly rotated through Councils various services and beyond.

The Cultural Collections facility has potential to include public programming in workshop spaces.



# KEY ISSUES AND CHALLENGES

## *Overall provision*

Council has a significant role in delivery of services from a range of community buildings across the LGA including libraries, art galleries, neighbourhood centres, community halls, meeting rooms, change-rooms, kitchens, theatres and museums. The condition of Council owned or managed facilities vary, some are more accessible than others, utilisation rates vary and some facilities require renewal investment.

The rate of population change and demographic shift in the Coffs Harbour LGA is also a significant ongoing issue that effects planning and the overall provision of facilities. The population base is stable or steadily reducing in some areas but in other areas it is increasing significantly. Often the increase is in areas that have no community venues or few venues such as Moonee and the population decreases are in areas with established facilities. This will necessitate Council delivering greater efficiencies in services and developing an understanding of community priorities for future services and projects through the community planning process.

## *Funding*

For a number of years, there has been a growing concern across the Local Government sector that the State and Federal governments are increasingly shifting their costs onto councils, which is placing an inequitable financial burden on ratepayers and straining already stretched Council budgets. The instances of cost shifting have largely occurred in service delivery areas, which results in ongoing costs to councils rather than one-off cost impacts related to capital projects.

The effects of cost shifting also have an effect on the programs that can be offered by some of the facilities that are leased particularly the Boambee East Community Centre and the Woolgoolga Neighbourhood Centre. Programs generally have short-term funding cycles of 1 to 2 years and even when they are successful may not be able to be offered in subsequent years. This causes a sporadic engagement with groups in need and more importantly means that facilities are

continually in the cycle of applying for program funding which wastes resources that could be utilised for service delivery and other activities.

The key strategic issues across the Coffs Harbour LGA are as follows:

- Assets are spread out over a large area.
- A number of Council and non-Council community facilities across the Council require significant investment to maintain and/or upgrade them to a condition suitable for contemporary use.
- Variable population growth across the LGA and where significant forecast population growth is expected there are limited facilities or facilities that are not fit-for-purpose. Many facilities already have small catchment populations that generate only minimal utilisation however in some cases this is key to their social capital.
- A culture of single-use 'local' facilities. Moreover, regular users have experienced almost exclusive use.
- There is an under-developed focus on affordability (financial sustainability).
- There is a lack of a strategic settlement and facilities hierarchy or strategy.
- Service planning, service review and community infrastructure planning all require data relating to the LGA. This data includes service demand trends, local participation rates, population and demographic change, and patterns of how people prefer to access services.
- There is no central database of community facilities other than the asset register.

## *Asset management*

Asset management complements service delivery as, in most cases, building assets are needed to deliver the service. Council's asset management planning is informed by building asset condition, age and value. However there is a gap of information regarding catchment service level, future facility uses and anticipated population growth. The provision of this information will assist asset management planning to intervene and maintain asset renewal effectively.

## *Facilities and services for youth*

There is a significant gap in the provision of facilities for young people in the Coffs Harbour LGA. One of the central issues raised by youth in the community consultation was their sense of isolation once they had left school for the day. The identified lack of availability of programs or a place where youth can safely meet and undertake planned programs or un-programmed activities.

The issues surrounding safety concerns at the Community Village in Coffs Harbour have led to organisations such as Groundworks leaving the area as it was impacting on their ability to offer services and the desire for clientele to access their services.

Youth unemployment in the Coffs Harbour LGA is relatively high in comparison to other regional cities. Therefore it is important to facilitate and support groups or program delivery for this cohort.

## *Transport*

The lack of adequate and appropriate transport throughout the Coffs Harbour LGA is an issue that affects all age groups. In addition, it influences other issues compounding their effects. No transport options for young people reduces their ability to be able to access programs and activities outside of school hours. Some activities are only able to be held at specific times when transport is available or organisers need to arrange for transport for participants, again shifting resources from other areas.

Limited public transport means that most participants to activities require their own transport which can add to parking and other car related issues.

Council has adopted a vision for its LGA-wide Place and Movement Strategy which encapsulates how an array of opportunities and developments in mobility and transport can be used to support the desired future for Coffs Harbour in order to address these issues.

## *Bookings*

Community groups or individuals can make room bookings directly through Bookings officers, online and directly with 355 Committees.

In some cases, the bookings systems are manual (some Western Catchment locations have limited internet access) and vary depending on the facility and provide minimal reporting on utilisation, number of attendees, type of activity and the number of enquiries.

## *Governance*

355 Committees are a way for the community to be actively involved in and responsible for the management of their local facility, which can lead to risks if individual committee members are not present, leave or cannot reach agreements.

In addition, in some circumstances the person responsible is also the primary hirer of the facility.

It is important that the committees have a number of representatives from the local area and they are supported with information about Council's policies and procedures which relate to Venue Management and Committees.

A review of the current capacity of 355 Committees in the care, control and management of various facilities should be undertaken, including the consideration of direct Council management where appropriate.

## *Information on facilities*

Access to clear and comparable information on available facilities is limited and not easily accessible in one location. Potential hirers have to seek out information on each venue or speak directly to the responsible person.

Collecting and providing similar information on each facility such as size, additional amenities, equipment available, contact details, capacity and history as well as a selection of images will assist the community to be more aware of the facilities on offer.

## *Co-ordination of service provision*

The overall delivery of services to the community and cultural facilities is disjointed and does not reflect a whole of Council approach. Different sections of Council have responsibility for elements of the delivery of the overall service and often these are not coordinated. Improvements to clarifying, and internal coordination of provision of specific services or facility management, will mitigate confusion with the operator or end user.



## KEY OPPORTUNITIES

There are a number of catalyst project opportunities that have the potential to address significant regional cultural and community facility provision needs.

### CULTURAL AND CIVIC SPACE

The Cultural and Civic Space project will provide a significant addition of Community and Cultural space to the Coffs Harbour LGA and beyond. The Library, Art Gallery and Museum included in the project will provide multi-purpose regional facilities that will enable a broad range of programs and activities to take place in the space.

The Cultural and Civic Space project is being designed to combine arts, community and culture to create a lively community, civic and learning hub for a vibrant and active City Centre for Coffs Harbour.

The Cultural and Civic Space will be a key hub as the city centre continues to develop and improve, to meet the demands of the increasing population of residents and visitors. Note this project is planned in a separate delivery program and it not included as a priority project within this Plan.

### REGIONAL PERFORMING ARTS CENTRE

A new Performing Arts Centre has been outlined in the Issues and Options for Performing Arts Spaces (Indoor and Outdoor) 2020 report and this reflects needs identified within the NSW Government Regional Economic Development Strategy 2018 for a large performance facility which can be utilised by the community, community groups and commercial hirers for a range of performances and activities and increase economic impacts to the region.

### JETTY MEMORIAL THEATRE

There are currently plans for the expansion and redevelopment of the Jetty Memorial Theatre to improve areas of the Theatre for community hirers, provide additional space for the community to hire and increase the ongoing viability of the Theatre through effective design of Front of House areas. Review of these plans should occur to ensure they are current and continue to reflect the benefits with most value.



## CREATIVE SPACES

The city's creative sector may be another area where local specialisation can drive new opportunities. Under-utilised mixed-use areas and ground-level commercial should be considered for creative industries and cultural enterprise. Creating greater opportunities for creative industries to collaborate with health and education can also facilitate innovation. (Source – Draft Regional City Action Plan).

Creative Spaces can also be the catalyst for a range of urban renewal and economic development. Local and international studies have demonstrated that a city's arts and culture sector brings both direct and indirect economic benefits to a city.

There is strong evidence that vibrant cultural offerings to regional communities have a positive impact on economic performance. The 2006–07 State of the Regions Report observed regional centres which have strongly improved economic performance have had high employment growth relative to population growth. The Report concluded that "a key driver of this population growth was the presence of a diversified lifestyle and cultural choices for residents".

In addition, creative activity has been shown to provide innovative inputs for other areas of activity in regional economies such as agriculture, tourism, furniture, textiles and artisan trade.

According to Create NSW Cultural Infrastructure Plan 2025+, growth and productivity of the cultural and creative sector is limited by a lack of access to affordable space. There is strong demand for more flexible spaces which support a broad range of needs and there are significant opportunities to increase available space through adaptive reuse, shared spaces and interim uses.

Studio spaces, dance and rehearsal space, cultural incubator spaces, workshop spaces, Artist-in-residence programs, creative or cultural business start-ups are examples of creative spaces that Council could play a role in either developing or facilitating the adaptive uses of a range of spaces for creative activation opportunities.



# SITE OPPORTUNITIES

There are a number of sites across the Coffs Harbour LGA that are identified in strategic documents such as Contributions Plans, Masterplans; or require additional facility investigation due to infrastructure or service provision gaps and higher social needs. Sites, such as Moonee Beach and Toormina included below, are also locations identified for preparation of a Place Manual. Planning for future facilities may be incorporated as part of a Place Manual Process to address broader place considerations. (Further information on Place Manuals are addressed in the Coffs Harbour Local Strategic Planning Statement 2020). Site opportunities identified below inform the final Plan key priorities and recommendations.

## WOOLGOOLGA

### *Woolgoolga Town Centre Masterplan*

The Woolgoolga Town Centre Masterplan presents a vision and strategic planning framework to guide growth and change in Woolgoolga's town centre for the next 20 years to 2036. The Plan identifies key sites, such as the Pool Reserve and potential development concepts that could be explored in order to fund the re-development of a site for potential multi-purpose open space and community uses (subject to further concept planning and feasibility work).

### *West Woolgoolga Sports Complex*

The West Woolgoolga Sports Complex (WWSC) masterplan was adopted by Council as part of Coffs Harbour Sports Facility Plan 2016. WWSC is located on the western side of Solitary Islands Way, roughly opposite Woolgoolga High School. The Complex is expected to be completed by 2023 and will include a multi-purpose centre to service the growing population of Woolgoolga and the Northern Beaches, including three multi-purpose meetings spaces and one multi-purpose performance and rehearsal space (stage).

## MOONEE BEACH

### *Moonee Release Area Contributions Plan 2019*

The Moonee Area Contributions Plan 2019, which came into operation in 2000, identifies community service needs and a site location to establish centrally located neighbourhood community facilities. These facilities will include a building providing for community meetings / functions, including outdoor facilities, car parking and landscaping.

## CITY CENTRE AND SURROUNDS

### *City Centre Masterplan 2031*

The City Centre Masterplan 2031 identifies key strategic sites within the City Centre for investigation and land use activation linkages, including investigation sites for entertainment, cultural, youth and/or recreation spaces.

### *City Hill*

A site analysis was undertaken in 2019 to understand the site potential and enable realistic land use options. A master planning project may be required to address options and opportunities for the northern site (including National Cartoon @ Bunker Gallery) and southern site portions.

- Northern Portion – Vegetated and sloping area, unlikely to be suitable for substantial future development.
- Southern Portion – Relatively large, cleared and relatively flat area with potential for a range of uses.

## SOUTH COFFS HARBOUR ENTERPRISE AREA

The airport, university, stadium and hospital anchors clustered as the 'South Coffs Enterprise Area'. This area and anchors will play an active role in creating jobs, upskilling workers and attracting students and visitors.

Council, in conjunction with Southern Cross University, University of NSW, NSW Health and the Department of Education will collaborate to grow South Coffs Harbour as an integrated enterprise area by supporting shared use in service and facility planning. This may present opportunities to increase utilisation and connections between existing facilities and meeting spaces at the Airport, Education, Stadium and Health precincts.



## NORTH BOAMBEE VALLEY

This is a priority housing release area and will need further infrastructure planning and delivery to accelerate supply. (Source Draft Regional City Action Plan)

### *North Boambee Valley (East) Contributions Plan*

Any consideration for future community facilities should support connections to existing facilities. New residents in the recently released North Boambee Valley (West) residential area will have access to community facilities located in the Coffs Harbour urban area.

## BOAMBEE

### *Ayrshire Park Boambee Masterplan 2019*

Ayrshire Park is located at the corner of Ayrshire Park Drive and Middle Boambee Road at Middle Boambee, approximately 10 kilometres southwest of the Coffs Harbour city centre. The Ayrshire Park Boambee Masterplan was developed to guide and coordinate future improvements to the park and assets with the aim of enhancing utilisation and optimise its overall recreational, environment and visual attributes.

Opportunities to explore inclusion of a small community meeting space could form part of the upgrades to the existing amenities building.

## TOORMINA

The suburb of Toormina rates the highest level of disadvantage within the LGA, including higher levels of disengaged young people compared to other suburbs within the LGA. This suggests that spaces to facilitate social support activities and higher levels of service provision and will be required. As part of planning for a Branch Library expansion project, this could include investigating options to relocate the Toormina Library, assess opportunities for youth spaces and improve connections to the Toormina Community Centre.

It is considered that a review of the broader Toormina precinct should be undertaken to consider Branch Library expansion plans, opportunities to identify spaces for youth focussed programs and connections to the Toormina Community Centre.





# CATCHMENT AREA DESCRIPTIONS

This Plan utilises catchment areas that have been developed across multiple Council sections to establish a common framework to assess the provision and use of community and cultural facilities.

The following section provides a description of each catchment area, including a summary of key facilities, levels of provision, current and future uses, demand assessment, site opportunities and future directions.

This information will inform the final Plan delivery program, asset management planning and further opportunities or decisions as they arise. The Catchment Area Descriptions take into consideration, but do not specifically reference the entire range of cultural and community facilities within the LGA. These are provided in more detail in Appendix 2 LGA Wide Community and Cultural Facilities.

Figure 9. Coffs Harbour LGA Catchments



# WESTERN CATCHMENT

## Population

2021: 4,768

2031: 4,960

## FACILITIES

- Coramba Community Hall
- Lowanna Community Hall
- Lower Bucca Community Hall (and surrounds)
- Eastern Dorrigo Community Hall and Showgrounds Ulong
- Nana Glen Sport, Recreation and Equestrian Centre (NGSREC)

## VISION AND PROVISION LEVEL

Facilities in the Western catchment should continue to meet basic community needs at a local level, with the exception of the NGSREC which provides for a regional catchment.

Local level provision facilities provide a focal point for gathering spaces, allow people to source information, provide opportunities for community groups to meet and participate in programs, learning, provide recovery and resilience support, develop connections and creative opportunities.

Community halls play a role in supporting uses such as health services, emergency management and recovery and resilience activities.

## CURRENT USES

Local cultural events (film, theatre, concerts), local community events and activities, indoor after school programs (sports and dance activities), community celebrations.

Lower Bucca Community Hall and Lowanna Community Hall include pre-school uses.

NGSREC primary use is sport and recreation activities.

Both NGSREC and the Eastern Dorrigo Community Hall Ulong offer camping.

## DEMAND ASSESSMENT AND ANALYSIS

The dispersal of community halls and facilities in the Western region limits their access due to travel distance and the size of the community, resulting in low utilisation of some venues.

The Eastern Dorrigo Community Hall Ulong provides spaces for casual indoor recreation, camping and health clinic activities. This facility has capacity for extended programming to meet needs across the catchment (e.g. access to indoor sports to nearby communities).

The Nana Glen Sport, Recreation and Equestrian Centre is a large recreation facility that has the capacity to attract major sporting events however lacks some event and storage infrastructure that would allow it to effectively compete for some events.

It should be noted that there are Tennis Courts located separately but linked to (under 355 Committee management) the Lower Bucca Community Hall and the NGSREC. The Tennis Courts are not fit for use.

## FACILITY PROVISION NEEDS

A compliant Tennis Court facility.

## FUTURE DIRECTIONS

### Community Halls

- Maintain and upgrade existing facilities to standard that will allow utilisation over the whole year (e.g. heating, cooling and amenities).
- Resource programming activities and events to assist the facilities to remain relevant.
- Improve venue promotion and marketing to broaden venue utilisation.
- Prepare an Eastern Dorrigo Community Hall and Showground Ulong concept plan to address broader site management, linkages and connections.
- Review plans to undertake works to Lower Bucca Community Hall and cottage. Include within an internal portfolio and business model review.

### Nana Glen Sport, Recreation and Equestrian Centre

- Maintain. Upgrade facilities to meet current regional equestrian facility site and equipment standards (permanent storage and upgrade event equipment).
- Update NGSREC Management Plan to address recreation activity and determine appropriate site management.
- Support programming that complements primary facility uses and investigate supporting uses such as emergency management activities.

### Nana Glen Tennis Courts

Investigate community interest in refurbishment of the Tennis Courts to include a multi-purpose court (pending the finalisation of the Coffs Harbour Tennis Facility Strategy in 2021 and Public Realm Strategy).

# NORTHERN CATCHMENT

## Population

2021: 12,009

2031: 14,447

## FACILITIES

- Woolgoolga Art Gallery
- Woolgoolga Community Village Hall
- Woolgoolga Men's Shed
- Woolgoolga Library
- Woolgoolga Neighbourhood Centre
- Woolgoolga Seniors' Centre

## VISION AND PROVISION LEVEL

Facilities in the Northern catchment should continue to meet basic community needs at a local and district level. This includes provision of facilities and programs that can address community needs, learning, social inclusion and participation.

## CURRENT USES

The Community Halls, Centres and Library provide a range of spaces and programs for community functions and community activities, cultural events, homework classes, adult learning, health, wellbeing and social support services, local cultural and community events (film screening events).

The Woolgoolga Art Gallery provides a range of programs including classes and exhibitions and provides opportunities for local artists to develop their craft.

The Men's Shed is primarily used for craft and small building projects and provides informal social support for men.

## DEMAND ASSESSMENT AND ANALYSIS

The majority of Northern catchment community and cultural venues are clustered around Woolgoolga Library and Community Centre Crown Lands precinct, with some Crown and privately managed facilities located in Corindi and Red Rock. This site comprises different land and building ownership arrangements across the Library, Senior Citizens Centre and Neighbourhood Centre (including Meals on Wheels) and Woolgoolga Community Village Hall space.

The current facilities are performing well in terms of utilisation and venue condition. However in the longer term, an expansion of the Branch Library Service will be required to meet population growth, service and programming needs.

The kiln at the Art Gallery is a well utilised resource for the facility.

There is a growing demand for indoor recreation spaces to accommodate local dance, rehearsal, performance events and indoor physical activities (LGA wide).

The development of the West Woolgoolga Sports Complex will provide three additional multipurpose community spaces and one local performance or rehearsal space.

There are opportunities to broker spaces and site opportunities for external providers to deliver programs for young people.

## FACILITY PROVISION NEEDS

- Branch Library network expansion.
- Multi-purpose community space provision in Moonee Beach area due to lack of facilities and its role as a service centre for the Western catchment. A site is identified within the Moonee Release Area Contributions Plan 2019.
- Spaces to deliver local youth focussed programs.

## FUTURE DIRECTIONS

- Provide a new Community Hub in Moonee Beach.
- Maintain and upgrade Council owned and managed facilities.
- Improve venue promotion and marketing to broaden venue utilisation.
- Support community organisations in leased venues improve service delivery and facility management.
- Facilitate and broker opportunities for spaces to deliver youth focussed programs.
- Undertake a concept plan to identify community uses on the broader Woolgoolga Pool Reserve Site.
- Undertake a Library Branch expansion review (including governance and site arrangements within the Woolgoolga Library and Community Centre Crown Lands precinct).
- Investigate the level of support for an alternate location for the Corindi Hall including potential dedication of a site in conjunction with any redevelopment of Lot 372 DP 1026829, Pacific Street, Corindi Beach.



# SOUTHERN CATCHMENT

## Population

2021: 20,437

2031: 22,213

## FACILITIES

- Ayrshire Park Boambee
- Boambee East Community Centre
- Sawtell Public Hall
- Sawtell Reserve Hall
- Toormina Community Centre
- Toormina Library

## VISION AND PROVISION LEVEL

Facilities in the Southern catchment should continue to meet basic community needs at a local and district level. This includes provision of facilities and programs that can address community needs, learning, social inclusion and participation.

## CURRENT USES

Community Halls and Centres and the Library are currently used for a range of activities such as neighbourhood house programs, arts and crafts, adult or early years learning, after school programs, local cultural events, community celebrations and church group meetings.

The Sawtell Public Hall is leased to a meals on wheels community service provider and does not provide bookable spaces.

Ayrshire Park is primarily used as a recreational facility with the Football Club as main user.

## DEMAND ASSESSMENT AND ANALYSIS

The Council owned, leased or managed venues vary in condition, age, size and management arrangements and are mainly clustered around Sawtell, Toormina and Boambee.

The suburb of Toormina rates the highest level of disadvantage, including higher levels of disengaged young people compared to the LGA. This suggests that spaces to facilitate social support activities and higher levels of service provision and will be required.

The Sawtell Reserve Hall has plans for upgrades however the current utilisation is low. The location is within and managed by the Sawtell Holiday Park.

There is a growing demand for indoor recreation spaces to accommodate local dance, rehearsal, performance events and indoor physical activities (LGA wide).

The leased facility (Boambee East) offers a greater range and number of programs in comparison to Council managed halls or facilities.

Ayrshire Park Boambee is intensively used by the football club, however there are significant periods throughout the year when the park is empty. Poor utilisation may be a response to unsuitable or inadequate site infrastructure, amenities or access to facilities that would otherwise attract and hold a wider range of users.

Increase in the population across the catchment, including land release areas in the North Boambee Valley area (outside the catchment boundary) and Bonville Compact Village land release area post 2040) will require additional space.

## FACILITY PROVISION NEEDS

- Branch Library network expansion.
- Additional multipurpose community spaces may be required in areas west of the Pacific Highway.
- Spaces to deliver local youth focussed programs.

## FUTURE DIRECTIONS

- Maintain and upgrade Council owned and managed facilities.
- Improve venue promotion and marketing to broaden venue utilisation.
- Support community organisations in leased venues to improve service delivery and facility management.
- Support and facilitate local service providers to provide programs within Council spaces that address social disadvantage such as youth or social support programs.
- Undertake a review the broader Toormina precinct as part of a Branch Library network review. This may be incorporated with a Place Manual process and consider an option to relocate the Toormina Library, assess opportunities for youth spaces and improve connections to the Toormina Community Centre.
- Investigate inclusion of a small community meeting space which could form part of the upgrades to the existing amenities building within Ayrshire Park.
- Review utilisation and operations of the Sawtell Public Hall to address the facility name and expectation of this facility's use.

# CENTRAL CATCHMENT

## Population

2021: 35,974

2031: 41,637

## FACILITIES

- C.ex Coffs International Stadium
- Coffs Harbour Men's Shed
- Coffs Harbour Regional Gallery
- Coffs Harbour Regional Museum
- Community Village (Cavanbah Centre, Mud Brick Huts, Meeting Room and 189B Harbour Drive)
- Harry Bailey Memorial Library (HBML)
- Jetty Memorial Theatre (JMT)
- National Cartoon Gallery @The Bunker
- Sportz Central

## VISION AND PROVISION LEVEL

The Central catchment covers the localities of North Boambee Valley, Coffs Harbour, Korora and Sapphire Beach and includes the Coffs Harbour Regional City planning boundary.

Facilities in the Central catchment should provide for district and regional level needs. This includes providing spaces that foster community participation and cultural expression and offers a high level of expertise in supporting quality of life, such as regional museums, galleries, performance spaces and larger sized multi-purpose community centres.

Community facilities with a primary purpose as bookable spaces should continue to operate as a network and encourage equitable community access at both regional and district level, providing for community activities, learning, social inclusion and participation.

## CURRENT USES

Current facilities include a range of bookable spaces within the Community Village (including the Cavanbah Centre, 189B Harbour Drive and Mud Brick Huts).

The Cavanbah Centre is hired for community based learning classes, workshops, training programs, workshops and community celebrations.

189B Harbour Drive is primarily booked by the Table Tennis Group for recreation purposes, preventing other bookable uses. This facility is also the current location of the South Solitary Island

Lighthouse Optic (lens), which requires appropriate conservation, management and access.

The Mud Brick huts are leased to community organisations and one seminar hut is a bookable space.

The Community Village Meeting Rooms are mainly booked for adult learning, workshops and community activities.

Sportz Central is an indoor sports facility primarily used for sports and recreation uses with some bookable spaces (i.e. school holiday programs and classes).

The Coffs Harbour Men's Shed is primarily used for craft and small building projects and provides informal social support for men.

Cultural facilities include the JMT, HBML, Regional Gallery, National Cartoon Gallery @ the Bunker and the Regional Museum are used for specific cultural programs and activities.

## DEMAND ASSESSMENT AND ANALYSIS

All bookable spaces within the Central catchment vary in age, size, maintenance and condition.

Bookable spaces across the Central catchment are not at capacity and have potential for increased utilisation as a network of facilities to meet the range of regional community and cultural needs.

The current development of the Cultural and Civic Space will provide an upgraded facility for the central Coffs Harbour Library, museum and gallery which will improve programming and curation opportunities including meeting areas and multi-purpose spaces.

The LGA is experiencing emerging cultural and creative industries which require different support, facilitation and space brokerage support.

There is a growing demand for indoor recreation spaces to accommodate local dance, rehearsal, storage, performance events and indoor physical activities (LGA wide).

There is recognition that young people, multicultural or aboriginal community groups require appropriate spaces for meeting, celebrations, learning and recreation.

The current plans for the redevelopment of the Jetty Memorial Theatre will provide additional multi-purpose community space and rehearsal space that will meet local needs.

Facilities within the Community Village play a community-focused and community support function.

The Cavanbah Centre is in excellent condition and has greater potential for utilisation, particularly during business hours.

189B Harbour Drive has potential as space for community-based uses.

The Sapphire Beach area has a well-functioning informal 'community hub' space (park and café) operating currently. However there are plans to potentially redevelop this site.

### FACILITY PROVISION NEEDS

- Regional Library Museum Gallery expansion;
- Cultural Collections Facility;
- Regional indoor entertainment venue;
- Dedicated rehearsal spaces (LGA wide);
- Creative spaces (including creative uses or artisan trades);
- Fit-for purpose youth hub; and
- Spaces to accommodate Multicultural or Aboriginal community uses.

### FUTURE DIRECTIONS

- Maintain and upgrade Council owned and managed facilities.
- Improve venue promotion and marketing to broaden venue utilisation.
- Explore opportunities for new community spaces within the Sapphire Beach area, including improvement to pedestrian and cycle linkages to the nearby Moonee Beach centre.
- Review portfolio responsibilities and current business models for Sportz Central.

### Community Village

- Review Plan of Management to address site management, connections and urban design outcomes.
- Community Village Meeting Room: maintain and continue as district level provision for community activities, learning, social inclusion and participation.

- Cavanbah Centre: maintain facility. Upgrade acoustics in the longer term.
- Mudbrick huts: lease Hut spaces for cultural or creative incubator spaces.
- 189B Harbour Drive: maintain and review management and alternative utilisation arrangements.

### Cultural Collections Facility

- Seek an appropriate location to support the regional library, museum and gallery expansion.

### City Hill

- Undertake a masterplanning project to address options for the northern site (including National Cartoon@Bunker Gallery) and southern site portions.

### Jetty Memorial Theatre

- Continue plans to expand rehearsal and multi-purpose community spaces.

### Regional indoor entertainment venue

- Undertake a feasibility study to identify an appropriate site within the City Centre Masterplan area and develop a business plan.

### Youth services and recreation hub

- Further investigations, service needs and delivery models should be explored within the Central catchment (City Centre Masterplan area) which has potential for a range of informal and programmable youth spaces.



# PRIORITIES AND RECOMMENDATIONS

*The following key priorities and recommendations have been developed from the audit and research of facilities as well as the information gathered regarding the facility context.*

This Plan takes a long-term strategic view and recognises that decisions made today about facility provision have significant and enduring management and operational implications. The Plan recognises the importance of balancing community benefit with Council's enduring asset management challenges and its capacity to provide and maintain a portfolio of community facility buildings.

While this Plan has a physical emphasis, it is also acknowledged that effective facility provision relies on an effective relationship between the physical asset and how those assets are programmed and managed to best address community needs. Well designed and located halls and facilities need to be complemented with targeted, needs based programming and sound management to ensure that these spaces are utilised in a way that achieves the best outcomes for Council and the community. While the building asset provides the critical physical base, ongoing processes of engagement and needs assessment allow for program development to occur in a way that is more agile and responsive to community needs.

## LGA WIDE SERVICE NEEDS

### Multi-purpose Community Space

Provide appropriate facilities for the growing and changing LGA in the following areas:

- Northern catchment
- Southern catchment

### Regional Art Gallery and Museum

There is an identified need for a larger regional Gallery and Museum. The Cultural and Civic Space will provide new facilities which will meet community need and provide additional opportunities for the community. In addition, there is also an established need for a Cultural Collections Facility in the Central catchment which can support the delivery of services.

### Regional performance/entertainment venue

There is an identified need for a regional indoor entertainment venue as outlined in the Issues and Options Paper for Performing Arts Spaces (Indoor and Outdoor) 2020. Council should seek to determine an appropriate site in the City Centre Masterplan area and undertake further feasibility and business case development as outlined in the report to further progress the project.

### Library Services

There is an identified need for expanded library services across the LGA which has already been outlined in previous Council documentation.

### Youth Services

There is an identified need for a fit-for-purpose youth services and recreation hub that will serve the needs of the LGA. Further investigations and models should be explored within the Central catchment (City Centre Masterplan area) which has potential for a range of informal and programmable youth spaces.

Consideration for such a hub should address service or program requirements, an appropriate service provider (including professional staff who can support young people and their families through socio-emotional and recreational activities) and ongoing operational, maintenance and programming costs.

In addition, Council should undertake a review of how youth spaces could be provided and delivered in Toormina and Woolgoolga as these areas have significant populations of young people including at-risk youth and high levels of youth unemployment.

## LGA WIDE GOVERNANCE AND OPERATIONAL STRUCTURES

### *Provide a leadership role across Council's community and cultural facilities network.*

- Develop an online and printable Venues Guide Directory including the activities that occur within the facilities.
- Develop community and cultural facilities as an integrated network of facilities rather than a series of individual facilities.
- Improve the understanding and contribution that the community and cultural facilities make across Council and the broader community including how these facilities can value add to future projects and programs, positive media, position statements and staff or Councillor attendance at key events.

### *Review Council's asset management and facility management portfolio responsibilities.*

- Review current 355 Facility Management portfolio responsibilities and current business models for Sportz Central, Ayrshire Park, Nana Glen Sport, Recreation and Equestrian Centre(including Tennis Court), 189B Harbour Drive(Old Museum) and Lower BuccaCommunity Hall in order to assign facility and asset management arrangements with the most appropriate Council section.
- Review operations, management and Crown Lands status to gain a greater understanding of the current practices and determine the most appropriate management arrangements.

### *Ensure appropriate operational mechanisms are in place for facility hiring or leasing processes that meet Council and external probity standards.*

- Review current governance structures to ensure that suitable reporting mechanisms are in place and there are clear and appropriate levels of responsibility outlined for all relevant parties.

- Implement an online booking system for all Hall bookings (where feasible).
- Review reporting structures that inform Council of the number of hirers in each venue, the income received from those hirers and the operational and maintenance costs of delivering the service and that these are reported at the appropriate level.
- Provide greater capacity building support to community organisations who lease Council's facilities to maintain and manage the asset so that they can focus on delivering programming and increasing revenue generating opportunities.
- Improve awareness of Council's Leasing and Licencing Policy for Community Organisations which recognises the contributions of community organisations leasing or licencing Council owned or controlled properties.

### *Investigate Council's role to support community capacity building and funding opportunities.*

- Implement a space facilitation and brokerage project to support Creative spaces, Dance and rehearsal, CALD groups, Aboriginal community groups and youth-focussed space or project outcomes.
- Explore ways to incentivise community groups to run programs in existing community spaces where there is capacity for additional utilisation.

### *Integrate placemaking across community and cultural facilities planning*

- Ensure that placemaking is integrated within community and cultural facility planning and that this is reflected in future strategic work being undertaken by Council. This includes the preparation of Place Manuals, masterplanning and work that contributes to public art projects and improving public spaces.

# PRIORITY INFRASTRUCTURE PROJECTS

The following table outlines a prioritised list of the new community and cultural facilities required in the LGA in the next ten years. Included is the anticipated timing and catchment area.

Anticipated timing	Project	Catchment
2021-2023	Jetty Memorial Theatre expansion (multi-purpose and rehearsal space)	Central
	Cultural Collections Facility	Central
	Moonee Community Hub	Northern
2024-2026	Youth Services and Recreation Hub (subject to feasibility and funding)	Central
	Ayrshire Park small community meeting space	Southern
2026+	Coffs Harbour Entertainment Venue	Central
	Branch Library network expansion	All



# STRATEGIC PROJECTS PROGRAM

The following table outlines a list of the proposed strategic projects outlined in the community and cultural facilities plan required in the LGA in the next ten years. Included is the anticipated timing and the funding status of the project and/or outcome.

## STRATEGIC PROJECTS PROGRAM

Anticipated timing	Project	Funding
2021-2023	Coffs Harbour Entertainment Venue Stage 2B Feasibility Study	Funded - Delivery Program
	Moonee Community Hub - Concept design	Subject to funding
	Review Community Village Plan of Management to address site management, connections and urban design outcomes	Subject to funding
	Youth services and recreation hub (stage 1) Feasibility Project	Subject to funding
	Ayrshire Park Community multi-purpose space (concept design)	Subject to funding
	City Hill Masterplan	Funded - Delivery Program
	Community Venues directory	Funded - Delivery Program
	Corporate improvement projects (online booking system, governance and portfolio review)	Funded - Delivery Program
	Creative Spaces Program - investigation	Subject to funding
	Toormina precinct review (Toormina library possible relocation, youth space opportunities and Toormina Community Centre)	Subject to funding
2024-2026	Concept Plans (Woolgoolga Pool Reserve NGSREC, East Dorrigo Community Hall and Showgrounds)	Subject to funding
	Library Branch network expansion review (LGA wide, including Woolgoolga Library and Community Centre Precinct)	Subject to funding

# IMPLEMENTING THE PLAN

## COUNCIL'S ROLE

The Plan represents a major strategic community and cultural plan for the facilities in the Coffs Harbour LGA. Successful implementation of the Coffs Harbour Community and Cultural Facilities Plan requires commitment from Council and its partners to lead the way in supporting and developing the community and creative sector.

A whole of Council approach in conjunction with a review of core staff responsibilities and programs will allow the integration of these outcomes within current resource restraints. Building new and authentic partnerships will be crucial in implementing the Coffs Harbour Community and Cultural Facilities Plan and ensuring the continued support of front line community service organisations as well as community and cultural organisations, artists and creative business.

## ADOPTING THE PLAN

Recommended initiatives to foster the integration of the Coffs Harbour Community and Cultural Facilities Plan into multiple directorates and teams across Council to include formal presentations of the Coffs Harbour Community and Cultural Facilities Plan across Council directorates to look at possible intersections with the strategy in current work plans and projects.

## FUNDING THE PLAN

Following formal adoption of the Plan the following key actions are proposed:

- Collation of an annual action plan with tasks allocated across available roles within Council;
- Prioritisation of initiatives for future budget allocations through the Integrated Planning and Reporting (IPR) framework.

## DELIVERING THE PLAN

In demonstrating contemporary leadership and innovation Council needs to better understand and value the community and cultural facilities and the programs and benefits that they deliver to the community. Further, Council should seek to identify ways that they can effectively integrate the infrastructure principles and approaches outlined in the Plan into critical strategic, operational and capital projects.

## MONITORING THE PLAN

The plan will be monitored through the Integrated Planning and Reporting (IPR) process and planned to be reviewed after five years.

Annual reporting to Council of the progress of the Community and Cultural Facilities Plan will occur through the IPR process.

# APPENDIX 1 - STRATEGIC DOCUMENTATION REVIEWED

*The following documents have been reviewed to assist in outlining the context for the community and cultural facilities plan and determining the appropriate actions and recommendations.*

## COUNCIL DOCUMENTATION

- Asset Management Strategy 2017
- Coffs Harbour Event Strategy 2020, June 2016
- Cultural Policy, February 2017
- Creative Coffs - Cultural Strategic Plan 2017-2022
- MyCoffs Community Strategic Plan, 2017
- Coffs Coast Tourism Strategic Plan 2020
- Coffs Harbour Economic Strategy 2017-2022
- Coffs Harbour Property Strategy 2018-2021
- City Centre Masterplan 2031
- Coffs Harbour Sports Facility Plan, 2016
- Issues and Options Paper for Performing Arts Spaces (Indoor and Outdoor) 2020
- Jetty Memorial Theatre 0506-19DA Additional Information – Amended Plans, March 2019
- Jetty Memorial Theatre Strategic and Business Plan 2013-2018
- Leasing and Licencing Policy for Community Organisations, 2019
- Local Growth Management Strategy Coffs Harbour 2040
- Coffs Harbour Heritage Strategy 2017
- Open Space Strategy 2010
- Coffs Harbour Local Environmental Plan 2013 (Schedule 5)
- Coffs Harbour Local Strategic Planning Statement 2020
- Coffs Harbour Public Realm Background Paper 2020

## COMMUNITY AND STAKEHOLDER SURVEYS AND REPORTS

- Neighbourhood Community Insights Report (PlaceScore), 2019
- Coffs Harbour City Council 2020 Community Wellbeing Survey, Jetty Research
- Coffs Harbour City Council 2020 Customer Satisfaction Survey, Jetty Research

## STATE GOVERNMENT DOCUMENTATION

- Cultural Infrastructure Plan 2025+, Create NSW, 2018
- Cultural Infrastructure in NSW, NSW Government Cultural Infrastructure Action Plan, 2018
- Urban Design Guide for Regional NSW: A guide for creating healthy built environments in regional NSW, Government Architect NSW, March 2020.
- North Coast Regional Plan 2036, NSW Government, March 2017
- Culture, Value and Place 2018: A report for NSW Department of Planning and Environment, The Business of Cities, 2018
- Regional Economic Development Strategy (REDS), State of New South Wales (Department of Premier and Cabinet), 2018
- NSW Public Spaces Charter (Draft) 2020



# APPENDIX 2 - LGA WIDE COMMUNITY AND CULTURAL FACILITIES

“Non-Council” refers to venues or facilities that are owned and operated by a range of private, public or not for profit providers. Some facilities have been included as they are leased facilities where the building is owned by the lessee, but the property is owned by Council. In these cases, Council has less influence regarding this facility’s community hiring or programming outcomes.

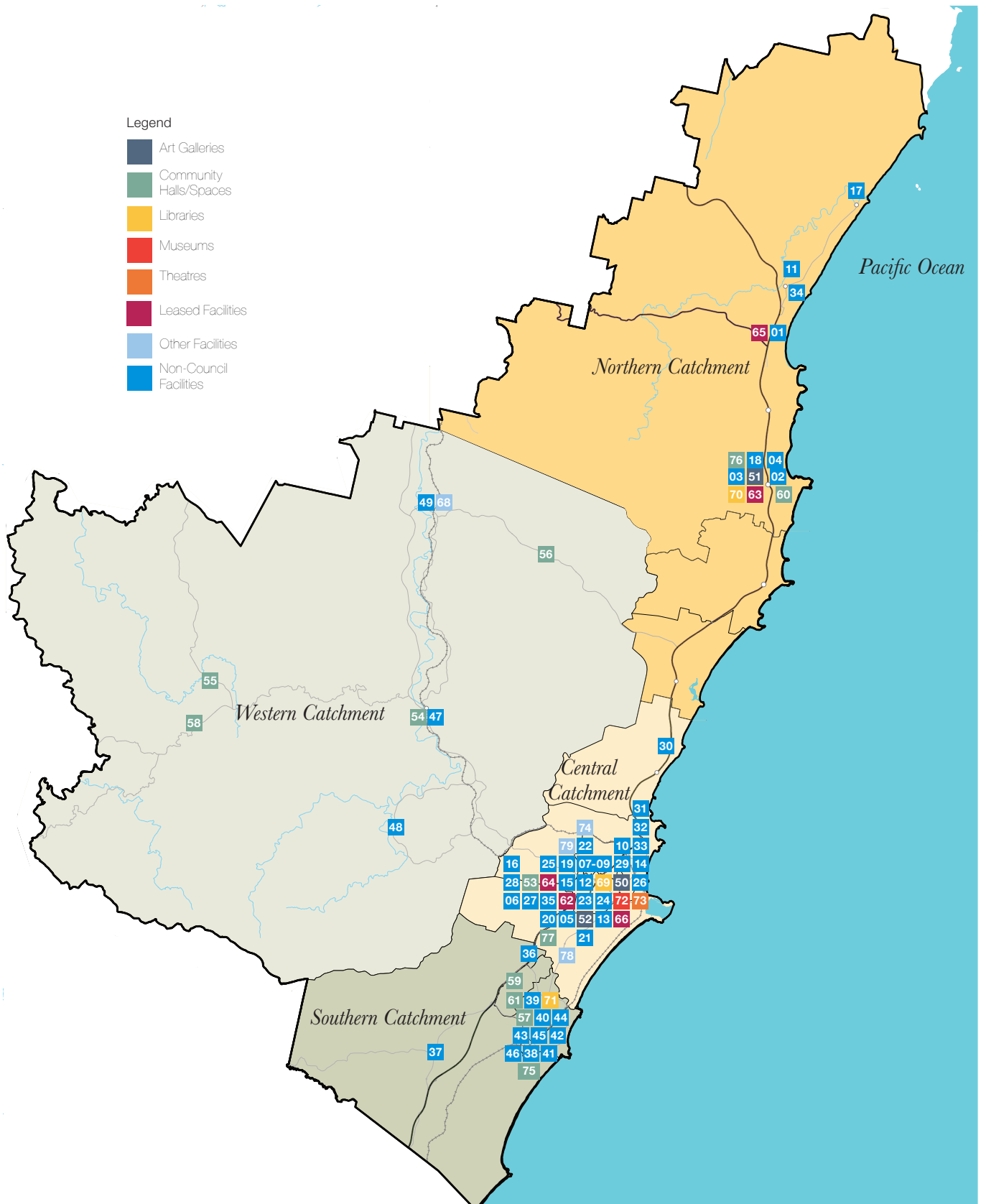
## Non-Council

1. Woolgoolga RSL Golf Club
2. Woolgoolga Diggers
3. C.ex Woolgoolga
4. Sikh Museum
5. Coffs Harbour Education Campus
6. Bishop Druitt College - The Branson Centre
7. Coffs Harbour Local Aboriginal Culture Centre
8. Key Employment
9. Coffs Harbour Showground
10. Coffs Harbour Regional Conservatorium
11. Yarrawarra Aboriginal Cultural Centre
12. C.ex Coffs
13. Coffs Harbour Racing Club and Function Centre
14. Park Beach Bowls Club
15. Open Studio
16. Planet Art Inc
17. Red Rock Community Hall
18. Woopi Community Gardens
19. Coffs Harbour Creative Arts Group Inc
20. Coffs Harbour Leagues Club
21. Saltwater Freshwater Arts Alliance Aboriginal Corporation
22. PCYC Coffs Harbour
23. Scouts Australia
24. Girl Guides Australia
25. Country Womens Association
26. Coffs Harbour Surf Club Restaurant & Bar
27. Coffs Harbour Golf Club
28. Curran Centre Conference Rooms (St. Augustines Parish Coffs Harbour)
29. Lifehouse Church
30. Opal Cove Resort Coffs Harbour
31. Pacific Bay Resort
32. BreakFree Aanuka Beach Resort
33. Park Beach Plaza - Conference Room
34. Corindi Hall
35. Coffs Harbour Aero Club
36. Boambee Memorial Hall
37. Bonville Memorial Hall
38. 1st Sawtell Scout Hall
39. Sawtell Girl Guide Hall
40. CWA Hall
41. Sawtell Art Group School & Gallery
42. Sawtell Surf Life Saving Club & Kiosk
43. Sawtell Saint Nicholas Anglican Church
44. Sawtell Uniting Church
45. Sawtell RSL Club
46. Sawtell Golf Club
47. Artspace on 45
48. Upper Orara Public Hall
49. Nana Glen Memorial Hall & Community Centre

“Council” refers to venues or facilities Council owns, operates or manages (directly or through a 355 Facility Management Committee). Some facilities are included as they are leased in partnership with a range of community or not-for-profit providers and Council can play a role regarding this facility’s community hiring or programming outcomes.

## Council

50. Coffs Harbour Regional Gallery
51. Woolgoolga Art & Craft Gallery
52. National Cartoon Gallery @The Bunker, Coffs Harbour
53. Cavanbah Centre & Meeting Rooms
54. Coramba Community Hall
55. Lowanna Community Hall
56. Lower Bucca Community Hall
57. Sawtell Public Hall
58. Eastern Dorrigo Community Hall
59. Boambee East Community Centre
60. Woolgoolga Community Village
61. Toormina Community Centre
62. Coffs Harbour Community Village
63. Woolgoolga Neighbourhood Centre
64. 189B Harbour Drive
65. Woolgoolga Men's Shed
66. Coffs Harbour Men's Shed
67. Ayrshire Park
68. Nana Glen Sport, Recreation and Equestrian Centre
69. Harry Bailey Memorial Library
70. Woolgoolga library
71. Toormina library
72. Coffs Harbour Regional Museum
73. Jetty Memorial Theatre
74. Sportz Central
75. Sawtell Reserve Hall
76. Woolgoolga Seniors Centre
77. Coffs Harbour Airport Meeting Room
78. C.ex Coffs International Stadium
79. North Coast Regional Botanic Gardens





Central Catchment

### Non-Council

- 05. Coffs Harbour Education Campus
- 06. Bishop Druitt College - The Branson Centre
- 07. Coffs Harbour Local Aboriginal Culture Centre
- 08. Key Employment
- 09. Coffs Harbour Showground
- 10. Coffs Harbour Regional Conservatorium
- 12. C.ex Coffs
- 13. Coffs Harbour Racing Club and Function Centre
- 14. Park Beach Bowls Club
- 15. Open Studio
- 16. Planet Art Inc
- 19. Coffs Harbour Creative Arts Group Inc
- 20. Coffs Harbour Leagues Club

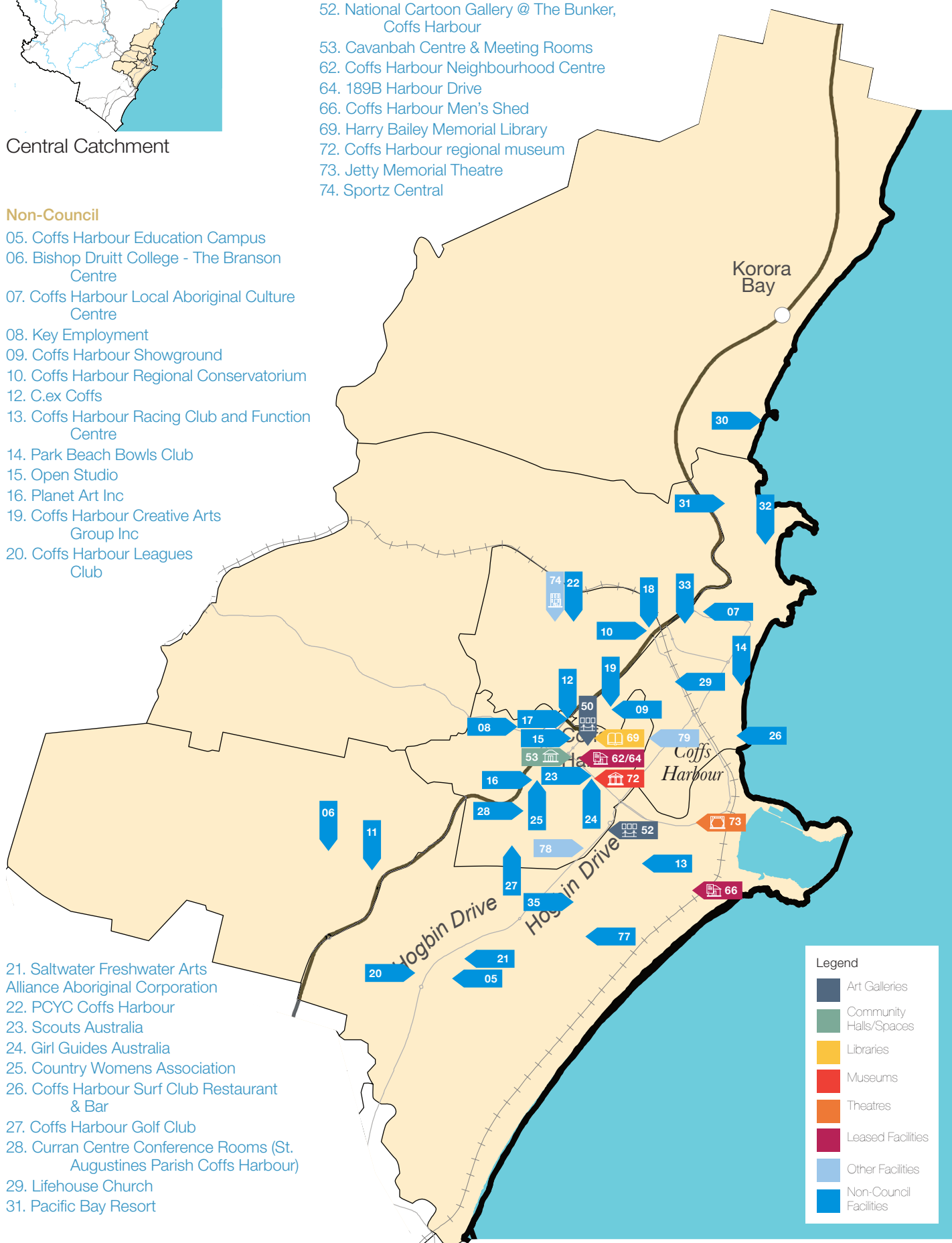
- 21. Saltwater Freshwater Arts Alliance Aboriginal Corporation
- 22. PCYC Coffs Harbour
- 23. Scouts Australia
- 24. Girl Guides Australia
- 25. Country Womens Association
- 26. Coffs Harbour Surf Club Restaurant & Bar
- 27. Coffs Harbour Golf Club
- 28. Curran Centre Conference Rooms (St. Augustines Parish Coffs Harbour)
- 29. Lifehouse Church
- 31. Pacific Bay Resort

- 32. BreakFree Aanuka Beach Resort
- 33. Park Beach Plaza - Conference Room
- 35. Coffs Harbour Aero Club

### Council

- 50. Coffs Harbour Regional Gallery
- 52. National Cartoon Gallery @ The Bunker, Coffs Harbour
- 53. Cavanbah Centre & Meeting Rooms
- 62. Coffs Harbour Neighbourhood Centre
- 64. 189B Harbour Drive
- 66. Coffs Harbour Men's Shed
- 69. Harry Bailey Memorial Library
- 72. Coffs Harbour regional museum
- 73. Jetty Memorial Theatre
- 74. Sportz Central

- 77. Coffs Harbour Airport Meeting Room
- 78. C.ex Coffs International Stadium
- 79. North Coast Regional Botanic Garden



**Legend**

- Art Galleries
- Community Halls/Spaces
- Libraries
- Museums
- Theatres
- Leased Facilities
- Other Facilities
- Non-Council Facilities





Western Catchment

**Non-Council**

- 47. Artspace on 45
- 48. Upper Orara Public Hall
- 49. Nana Glen Memorial Hall & Community Centre

**Council**

- 54. Coramba Community Hall
- 55. Lowanna Community Hall
- 56. Lower Bucca Community Hall
- 58. Eastern Dorriga Community Hall
- 68. Nana Glen Sport, Recreation and Equestrian Centre

**Legend**

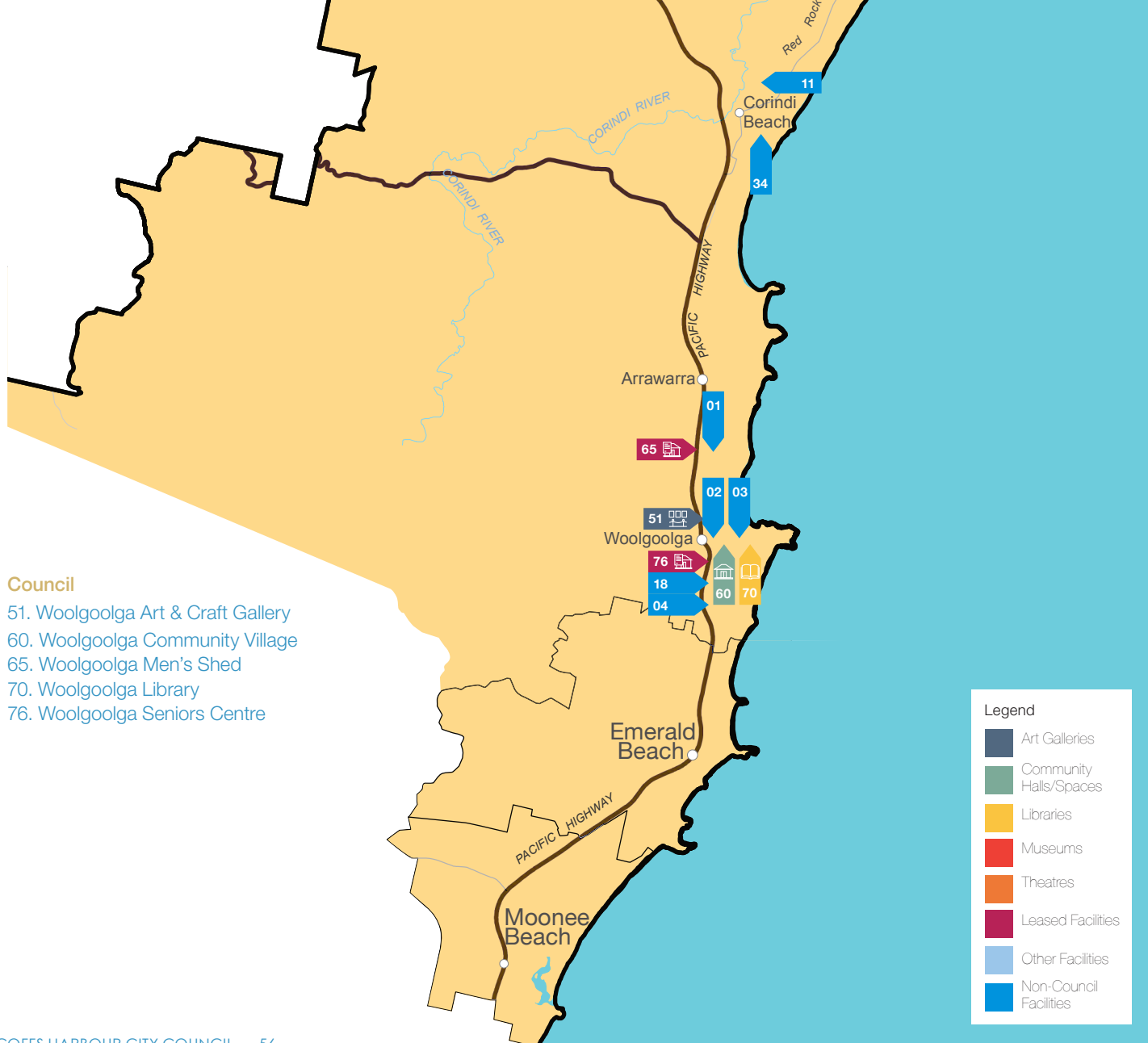
- Art Galleries
- Community Halls/Spaces
- Libraries
- Museums
- Theatres
- Leased Facilities
- Other Facilities
- Non-Council Facilities



## Northern Catchment

### Non-Council

- 01. Woolgoolga RSL Golf Club
- 02. Woolgoolga Diggers
- 03. C. ex Woolgoolga
- 04. Sikh Museum
- 11. Yarrawarra Aboriginal Cultural Centre
- 17. Red Rock Community Hall
- 18. Woopi Community Gardens
- 34. Corindi Hall



### Council

- 51. Woolgoolga Art & Craft Gallery
- 60. Woolgoolga Community Village
- 65. Woolgoolga Men's Shed
- 70. Woolgoolga Library
- 76. Woolgoolga Seniors Centre



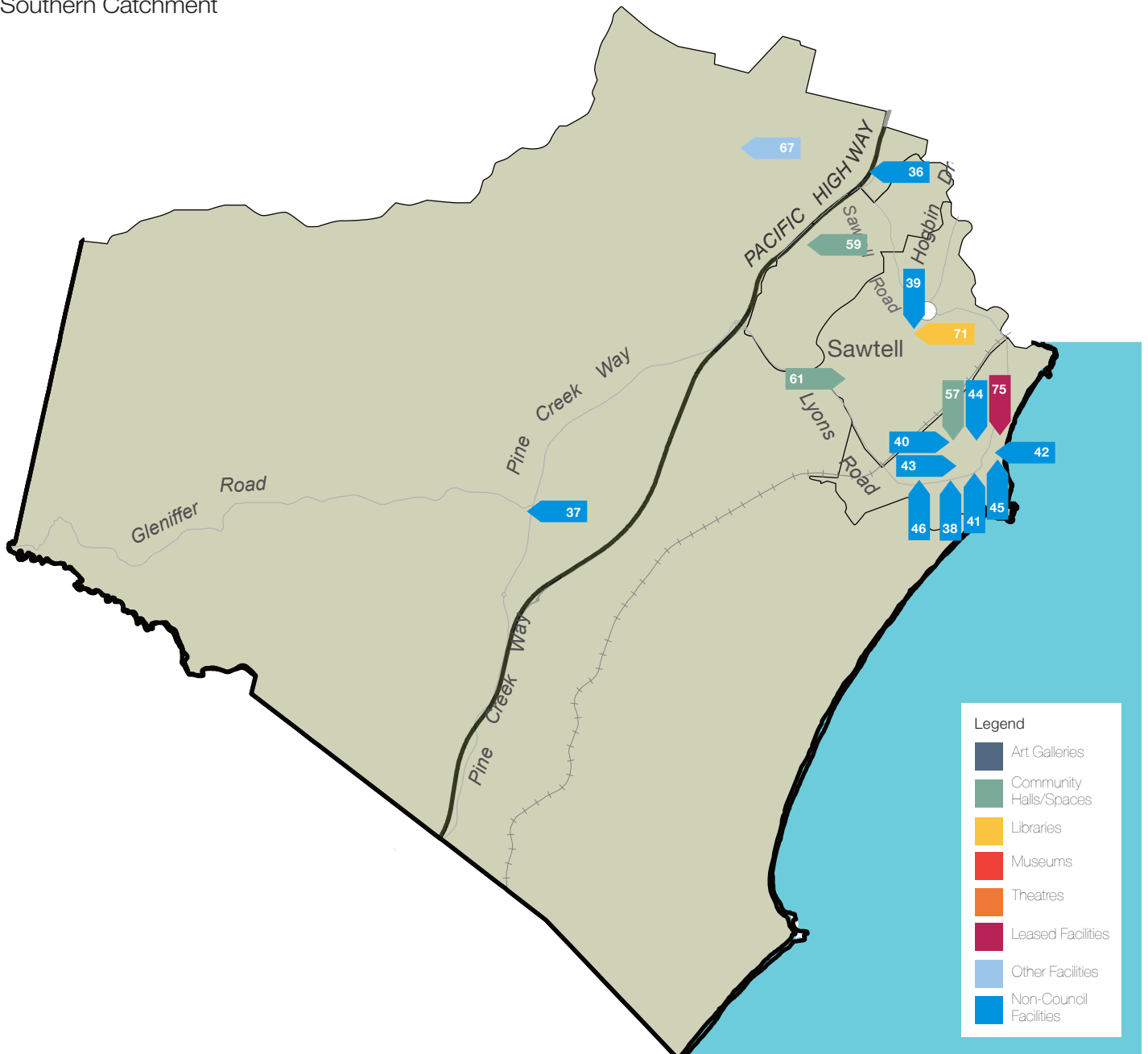
Southern Catchment

**Non-Council**

- 36. Boambee Memorial Hall
- 37. Bonville Bible Church
- 38. 1st Sawtell Scout Hall
- 39. Sawtell Girl Guide Hall
- 40. CWA Hall
- 41. Sawtell Art Group School and Gallery
- 42. Sawtell Surf Life Saving Club
- 43. Saint Nicholas Anglican Church
- 44. Sawtell Uniting Church
- 45. Sawtell RSL Club
- 46. Sawtell Golf Club

**Council**

- 57. Sawtell Public Hall
- 59. Boambee East Community Centre
- 61. Toormina Community Centre
- 67. Ayrshire Park
- 71. Toormina Library
- 75. Sawtell Reserve Hall





# APPENDIX 3 - COFFS HARBOUR LGA COMMUNITY PROFILE

The Coffs Harbour City Council population forecast for 2021 is 78,868 and is forecast to grow to 90,253 by 2031 (an increase of 14.5%). A current population profile snapshot, based on the most recent 2016 Census results, is provided below.

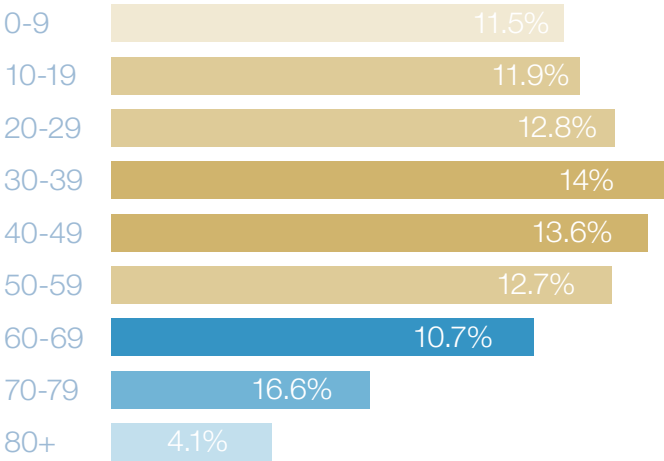
## Age and Ageing

### AVERAGE AGE

THE COFFS HARBOUR REGION HAS A RELATIVELY OLDER POPULATION, WITH A MEDIAN AGE 6 YEARS ABOVE THE STATE AVERAGE.

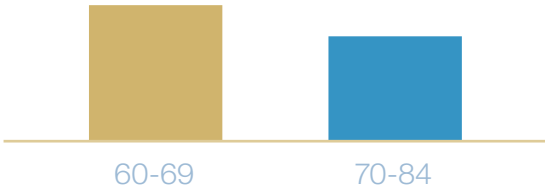
Coffs Harbour	44 years
Regional NSW	43 years
NSW	38 years

### AGE DISTRIBUTION



### LARGEST INCREASE OF POPULATION

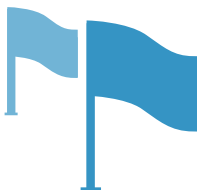
60 TO 69 YEARS OF AGE	(+1,806 PEOPLE)
70 TO 84 YEARS OF AGE	(+1,394 PEOPLE)



## Cultural Diversity

THE TOP 5 OVERSEAS COUNTRIES OF BIRTH FOR THE COFFS HARBOUR REGION ARE:

ANCESTRY	CH%	NSW%
English	41.5	30.8
Australian	40.2	30.2
Irish	13.0	9.9
Scottish	10.8	7.8



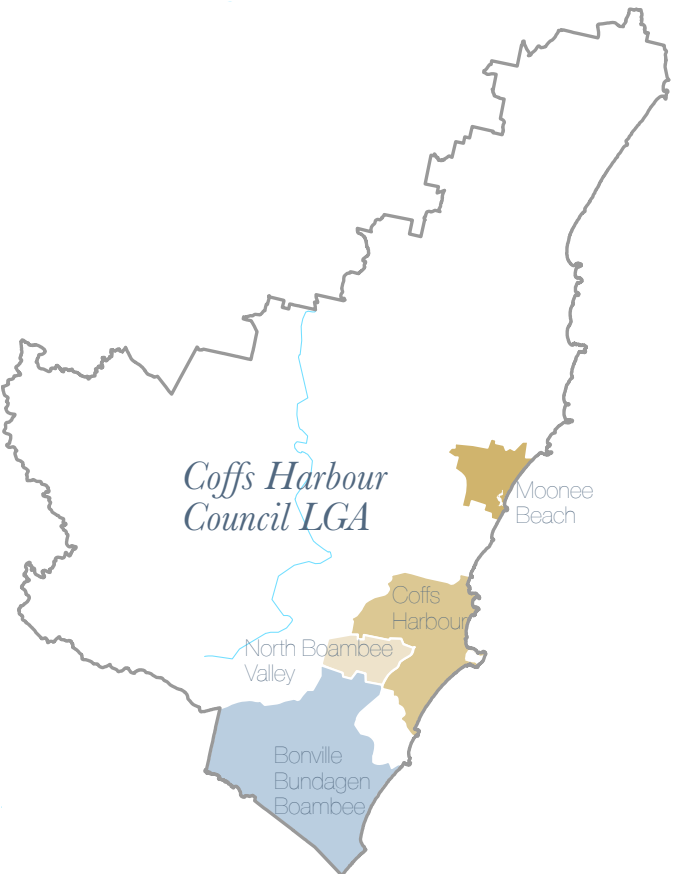
## CHANGE IN ANCESTRY

### EMERGING GROUPS (HIGHEST)



## HIGHEST ESTIMATED POPULATION CHANGE BY AREA

Area	Total change 2016 to 2036	Average annual % Change
Moonee Beach	+2,281	+3.89%
Coffs Harbour (South East)	+2,248	+3.28%
North Boambee Valley	+1,214	+2.33%
Bonville - Bundagen - Boambee	+2,602	+2.30%

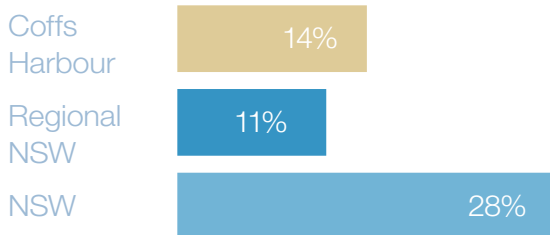


\*This data was sourced from material compiled and presented by .id, the population experts. [www.id.com.au](http://www.id.com.au) and was based on 2016 Census results.

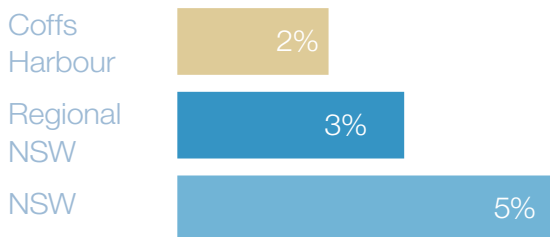
## ABORIGINAL AND TORRES STRAIT ISLANDER POPULATION

**5%** of the population of the LGA identify as Aboriginal or Torres Strait Islander. This is slightly lower than **5.5%** in Regional NSW, but significantly higher than the whole of NSW

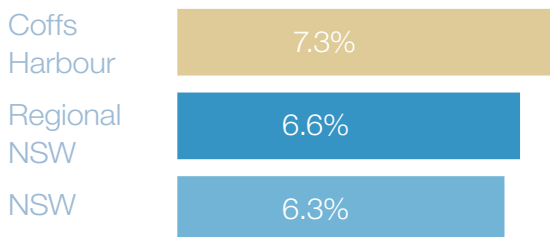
**2.9%**



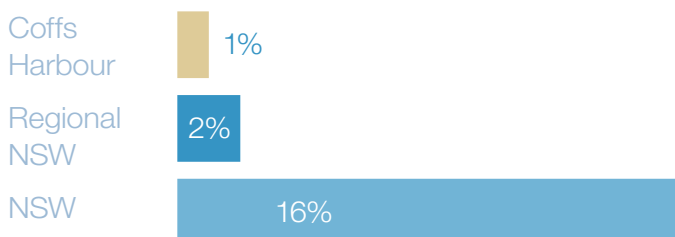
## UNIVERSITY ATTENDANCE



## UNEMPLOYMENT RATE



## PUBLIC TRANSPORT TO WORK



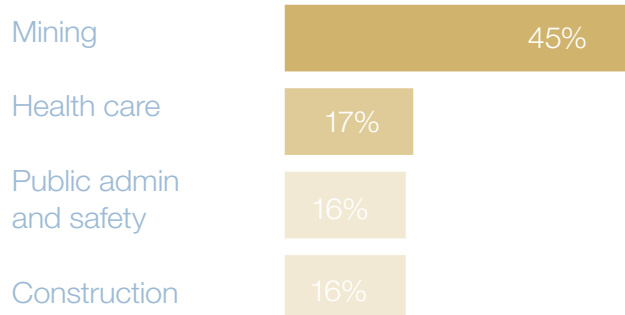
## OVERSEAS BORN

**76.3%** travel to work via a car either as the driver or a passenger compared to a NSW State average of **62.1%**. Only 223 people stated that they caught public transport to work in the

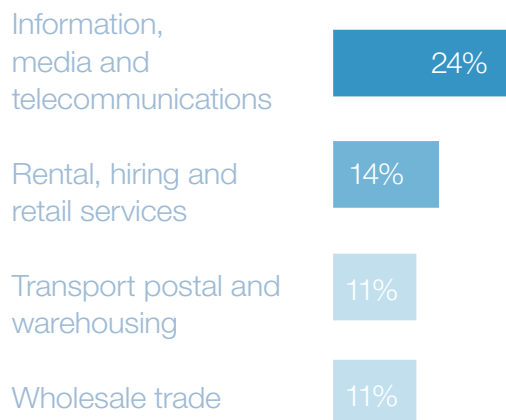
## GROWTH SECTORS\*

Overall there was a **7%** growth in the number of workers in the LGA between 2013/14 and 2018/19. Across the LGA, Health Care and Social Assistance is the largest employer, generating 6,207 local jobs in 2018/19.

## HIGHEST GAINS IN INDUSTRY BETWEEN 2013/14 AND 2018/19



## HIGHEST LOSSES IN INDUSTRY BETWEEN 2013/14 AND 2018/19



Analysis of individual income levels in the Coffs Harbour LGA in 2016 compared to New South Wales shows that there was

a lower proportion of people earning a high income (those earning \$1,750 per week or more) and

a higher proportion of low income people (those earning less than \$500 per week).

