Coffs Harbour City Council

06 April 2016

ORDINARY MEETING

The above meeting will be held in the Council Chamber, Administration Building, corner Coff and Castle Streets, Coffs Harbour, on:

THURSDAY, 14 APRIL 2016

The meeting commences at **5.00pm** and your attendance is requested.

AGENDA

1. Opening of Ordinary Meeting
2. Acknowledgment of Country
3. Disclosure of Interest
4. Apologies
5. Public Addresses / Public Forum
6. Mayoral Minute
7. Mayoral Actions under Delegated Authority
8. Confirmation of Minutes of Ordinary Meeting – 10 March 2016
9. Rescission Motion
10. Notices of Motion - General
11. General Manager's Reports
12. Notices of Motion – Business Services
13. Directorate Reports – Business Services
14. Notices of Motion – Sustainable Communities
15. Directorate Reports – Sustainable Communities
16. Notices of Motion – Sustainable Infrastructure
17. Directorate Reports – Sustainable Infrastructure
18. Trust Reports
19. Requests for Leave of Absence
20. Questions On Notice
21. Matters of an Urgent Nature
22. Consideration of Confidential Items (if any)
23. Close of Ordinary Meeting.

Steve McGrath
General Manager

COFFS HARBOUR CITY COUNCIL

ORDINARY MEETING

COUNCIL CHAMBERS
COUNCIL ADMINISTRATION BUILDING
COFF AND CASTLE STREETS, COFFS HARBOUR

14 APRIL 2016

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BS16/7	MONTHLY FINANCIAL PERFORMANCE REPORT FOR FEBRUARY 2016
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SC16/11	DRAFT COMPLIANCE AND ENFORCEMENT POLICY
SC16/12	COFFS HARBOUR SPORTS FACILITY PLAN 2016
SC16/13	DRAFT COFFS HARBOUR EVENTS STRATEGY 2020

ITEM **DESCRIPTION**

The following item either in whole or in part may be considered in Closed Meeting for the reasons stated.

SC16/14 RALLY AUSTRALIA EVENTS 2016 AND 2017

A portion of this report is confidential for the reason of Section 10A (2):

(d) commercial information of a confidential nature that would, if disclosed:

(i) prejudice the commercial position of the person who supplied it, or

(ii) confer a commercial advantage on a competitor of the council, or

(iii) reveal a trade secret.

and in accordance with Section 10A (1) the meeting may be closed to the public

SC16/15 COMMITTEE MEMBERSHIP – LOWANNA COMMUNITY HALL FACILITY MANAGEMENT COMMITTEE

SC16/16 SECOND ROUND OF 2015-2016 COMMUNITY CAPITAL INFRASTRUCTURE GRANTS PROGRAM

SC16/17 CULTURAL FACILITY DEVELOPMENT - LIBRARY AND GALLERY PLANNING ADVISORY GROUP

SC16/18 APPOINTMENT OF CULTURAL REFERENCE GROUP MEMBERS AND CULTURAL STRATEGIC PLAN 2017-2022 UPDATE

SC16/19 GRAFFITI MANAGEMENT STRATEGY 2016 - 2020

SC16/20 COFFS HARBOUR RENEWABLE ENERGY AND EMISSIONS REDUCTION PLAN

SUSTAINABLE INFRASTRUCTURE DEPARTMENT REPORTS

SI16/20 CITY CENTRE MASTERPLAN COMMITTEE ANNUAL REPORT 2014/15

TRUST REPORT

T16/4 SAWTELL CROQUET CLUB INCORPORATED

COFFS HARBOUR CITY COUNCIL

ORDINARY MEETING

10 MARCH 2016

Present: Councillors D Knight (Mayor), K Rhoades, J Arkan, R Degens, M Sultana, B Palmer and N Cowling.

Staff: General Manager, Director Sustainable Infrastructure, Director Sustainable Communities, Director Business Services and Executive Assistant.

Leave of Absence: Councillors Innes and Townley.

The meeting commenced at 5.00pm with the Mayor, Cr D Knight in the chair.

We respectfully acknowledge the Gumbaynggirr Country and the Gumbaynggirr Aboriginal peoples who are traditional custodians of the land on which we meet and their Elders both past and present.

The Mayor reminded the Chamber that the meeting was to be recorded, and that no other recordings of the meeting would be permitted.

DISCLOSURES OF INTEREST

The General Manager read the following disclosure of interest to inform the meeting:

Councillor	Item	Type of Interest
Arkan	NOM16/3 – Coffs Harbour Regional LandCare Funding	Non Pecuniary – Less than significant as a family member owns a rural property.
Palmer	SI16/19 – Contract No. RFT-740-TO Design, supply and construction of shade sails in the Coffs Harbour CBD	Non Pecuniary – Less than significant as his wife operates a retail shop in the CBD.

APOLOGY

No apologies.

35 **RESOLVED** (Degens/Rhoades) that leave of absence as requested from Councillors Townley and Innes be approved.

The Motion on being put to the meeting was carried unanimously.

PUBLIC ADDRESS

No public address.

CONFIRMATION AND ADOPTION OF MINUTES

36 **RESOLVED** (Palmer/Arkan) that the minutes of the Ordinary meeting held on 25 February 2016 be confirmed as a true and correct record of proceedings.

The Motion on being put to the meeting was carried unanimously.

GENERAL MANAGER'S REPORTS

GM16/3 2016 NATIONAL GENERAL ASSEMBLY OF LOCAL GOVERNMENT - CALL FOR MOTIONS

Executive Summary

Report advising that conference motions to be considered at the next National General Assembly of Local Government are to be matters of policy significance to local government nationally and are to be submitted to the Australian Local Government Association (ALGA) by 22 April 2016.

GM16/3 2016 National General Assembly Of Local Government - Call For Motions ...(Cont'd)

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37 RESOLVED (Degens/Arkan):

1. That Councillors submit any motions in line with the Australian Local Government Association Discussion Paper to the General Manager by Thursday, 31 March 2016.
2. That a separate report of any motions received be submitted for the Council Meeting of 14 April 2016.

The Motion on being put to the meeting was carried unanimously.

NOTICE OF MOTION - BUSINESS SERVICES

NOM16/6 COFFS HARBOUR REGIONAL LANDCARE FUNDING

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38 RESOLVED) (Arkan/Sultana) that Council accept the information provided by staff and thank them.

The Motion on being put to the meeting was carried unanimously.

DIRECTORATE REPORTS - BUSINESS SERVICES

BS16/6 MONTHLY FINANCIAL PERFORMANCE REPORT FOR JANUARY 2016

Executive Summary

The first purpose of this report is to note the monthly financial performance report for January 2016. This report provides information on the actual to budget position at the financial statement level along with detailed functional financial performance at the program level and capital expenditure reports for the current financial year. The second purpose of this report is to provide a summary of the proposed budget adjustments for the month and to report on the estimated budget position as at 31 January 2016.

BS16/6 Monthly Financial Performance Report for January 2016 …(Cont'd)

39 RESOLVED (Palmer/Sultana) that Council:

1. Note the monthly financial performance report for 31 January 2016 and the following estimated budget position (on a fund accounting basis) as at 31 January 2016.

   Estimated Budget Position (on a fund accounting basis) as at 31 January 2016:

	General Fund $	Water Fund $	Sewer Fund $
Original Budget adopted 11 June 2015	(1,884) (S)	1,810,139 (D)	1,913,132 (D)
Approved Variations to 31 December 2015	427,984 (D)	Nil	Nil
Recommended variations for January 2016	Nil	Nil	Nil
Estimated result as at 31 January 2016	426,100 (D)	1,810,139 (D)	1,913,132 (D)

   and,

2. Approve the budget adjustments.

The Motion on being put to the meeting was carried unanimously.

DIRECTORATE REPORTS - SUSTAINABLE COMMUNITIES

SC16/6 PROGRESSION OF THE COFFS HARBOUR COASTAL ZONE MANAGEMENT PLAN AND ASSOCIATED DRAFT PLANNING CONTROLS

Executive Summary

The objective of this report is to provide Council with a way to move forward with the Coastal Zone Management Plan.

The report provides some background information and suggests a position to move forward with coastal hazard management within the current landscape of the State Government's Coastal Management Reforms.

SC16/6 Progression of The Coffs Harbour Coastal Zone Management Plan and Associated Draft Planning Controls …(Cont'd)

The report recommends that Council write to the Minister for Planning requesting that he resume the certification process of the Coffs Harbour Coastal Zone Management Plan under Section 55G of the Coastal Protection Act 1979.

In light of the recent State Government Coastal Management Reforms, the report also recommends that Council does not advance the progression of the related draft planning controls.

40 **RESOLVED** (Arkan/Sultana) that Council wait for the findings of the State Governments Submissions on the Coastal Management Reforms Policy.

AMENDMENT

MOVED (Degens/Palmer) that Council:

1. Write to the Minister for Planning requesting that he resume the certification process of the Coffs Harbour Coastal Zone Management Plan under Section 55G of the Coastal Protection Act 1979.
2. Does not advance the progression of the Planning Proposal – PP_2014_Coffs_03, Planning Policy and amendments to Coffs Harbour Development Control Plan 2015 until such time as the State Government Coastal Management Reforms are further advanced.

The **AMENDMENT** on being put to the meeting was **LOST**.

VOTED FOR	**VOTED AGAINST**
Cr Degens	Cr Rhoades
Cr Knight	Cr Arkan
Cr Palmer	Cr Sultana
	Cr Cowling

The **MOTION** on being put to the meeting was declared **CARRIED**.

VOTED FOR	**VOTED AGAINST**
Cr Rhoades	Cr Palmer
Cr Arkan	
Cr Degens	
Cr Knight	
Cr Sultana	
Cr Cowling	

SC16/7 NATIONAL STRONGER REGIONS FUND ROUND 3

Executive Summary

The National Stronger Regions Fund (NSRF) is a program to promote economic development in Australia's regions. The Federal Government is providing $1 billion over five years to fund priority infrastructure in local communities. NSRF Round 3 guidelines have been released with applications closing on 15 March 2016.

Council was unsuccessful with an application in Round 1 but was successful in Round 2. The NSRF Round 2 successful projects applied for were:

1. *$4,605,288 for the Jetty4Shores Events and Active Recreation Hub project (total project cost of $9,210,577); and*
2. *$485,834 for the Coffs Coast Sport and Leisure Park Major Events and Transport Infrastructure Project (total project cost of $971,668).*

As with previous rounds of NSRF, the current round requires that *"The applicant must match the NSRF grant in cash on at least a dollar for dollar basis".*

It is the recommendation that Council submit an application to the NSRF Round 3, on behalf of the Woolgoolga Beach Reserve Trust, for the amount of $250,000 for the '*Woolgoolga Beach Reserve Community Infrastructure Improvement Program*'. Council would be the grant applicant in its capacity as Corporate Manager of the Trust and matching funds would be allocated from Council's existing programs. A separate report regarding this specific application is also being tabled to Council at the 10 March 2016 meeting.

It is also recommended that Council does not apply to Round 3 of the NSRF for any additional projects which require matching funding from internal reserves. The rationale being that due to the resource (both time and investment) implications of the considerable Council projects and initiatives either commenced or due to commence, including the two successful projects funded from NSRF Round 2, that Council is best served to consolidate on what is committed to already.

It is proposed that as part of the development of the 2016/17 Operational Plan and 2016-2020 Delivery Program, that potential priority projects for future funding opportunities, including Round 4 of the NSRF, be ascertained and scoped and then submitted to Council for consideration, allowing Council to best take advantage of opportunities like the NSRF in the future by having the need and priority for projects defined in advance.

41 **RESOLVED** (Palmer/Rhoades):

1. That Council support an application from the Woolgoolga Beach Reserve Trust to the National Stronger Region Fund Round 3 for the amount of $250,000 for the '*Woolgoolga Beach Reserve Community Infrastructure Improvement Program*'.
2. That Council approve in principle the allocation of matching funding of $250,000 from existing Council programs to support the grant and project (total cost $500,000).

SC16/7 National Stronger Regions Fund Round 3 …(Cont'd)

3. That Council not apply to Round 3 of the National Stronger Regions Fund with any additional proposed project.
4. That potential priority projects for future funding opportunities, including Round 4 of the National Stronger Region Fund, be ascertained as part of the development of the 2016/17 Operational Plan and 2016-2020 Delivery Program.

The Motion on being put to the meeting was carried unanimously.

SC16/8 COMMITTEE MEMBERSHIP - TOORMINA COMMUNITY CENTRE FACILITY MANAGEMENT COMMITTEE

Executive Summary

To recommend to Council the appointment of a community member to the facility management committee.

42 **RESOLVED** (Rhoades/Sultana) that Council appoint committee member nominee, Cheryl Cotter, to the Toormina Community Centre Facility Management Committee.

The Motion on being put to the meeting was carried unanimously.

NOTICE OF MOTION - SUSTAINABLE INFRASTRUCTURE

NOM16/7 PUBLIC BASKETBALL HOOP - NOTICE OF MOTION

43 **RESOLVED** (Arkan/Sultana) that Council accept the information provided by staff and thank them.

The Motion on being put to the meeting was carried unanimously.

DIRECTORATE REPORTS - SUSTAINABLE INFRASTRUCTURE

SI16/14 RELEASE OF EASEMENT FOR DRAINAGE OF WATER - 28 MOORE STREET, COFFS HARBOUR

Executive Summary

The purpose of this report is to obtain formal Council approval to release a drainage easement that is surplus to Council's requirements.

44 **RESOLVED** (Arkan/Palmer):

1. That Council agree to release the easement as described in this report for drainage over Lot 5 DP 1157948.
2. That Council execute under seal the 'Transfer Releasing Easement' document or 88B Instrument related to this matter.
3. That all costs associated with this matter be borne by the owner of Lot 5 DP 1157948.

The Motion on being put to the meeting was carried unanimously.

SI16/15 LIGHT RAIL CORRIDORS

Executive Summary

The purpose of this report is to advise Council that an initial internal strategic review of potential future light rail corridors within the CBD area and surrounds has now been conducted.

The Coffs Coast is expected to experience considerable population growth in the coming decades. In consideration of where and how to accommodate this future growth Council needs to carefully consider potential future transport strategies.

Projections out to 2031 anticipate a potential population of 95,000 people for the LGA – the equivalent of 28% growth on the current size – and decisions regarding transport choices for Coffs Harbour will not only influence local economy and lifestyle, but may also shape how and where Coffs Harbour grows.

Light Rail has been identified by the NSW Government as a transport option that has the potential to benefit the local economy, the environment and, importantly, the future lifestyle of existing populations. Worldwide, light rail is recognised as a mode of transport that is capable of providing far more than simply a way of moving around.

SI16/15 Light Rail Corridors …(Cont'd)

In summary the following key points are provided for Council's background as a result of the initial review which has been completed:

- Transport mode options and investment priorities are principally an issue for State Government.
- Light rail is one of a significant range of potential future transport options for the Coffs Harbour LGA.
- Further planning or action for light rail within the Coffs Harbour LGAS is dependent solely upon current and future State Government priorities.
- Several key road reserves linking the CBD, the Jetty area and the Park Beach Plaza area are initially assessed to have enough available capacity to act as light rail corridors if the circumstances required.
- No major work to protect or preserve the identified corridors is required at this point in time in order to maintain the flexibility to adopt light rail as a transport option in the future.

45 **RESOLVED** (Degens/Arkan) that Council receive and note this report.

The Motion on being put to the meeting was carried unanimously.

SI16/16 EXTENSION OF EXISTING CONTRACTS FOR WASTE COLLECTION SERVICES

Executive Summary

The Waste Collection Contract No. 04/05-183-TO that is currently on foot is due to expire on 27th May 2016. Council has previously delegated authority to the General Manager to negotiate an extension for a period of 12 months beyond the current contracts finish date, and with an option to extend for a second period of up to a further 12 months.

The purpose of this report is to advise Council that negotiations with the Contractor have taken place in order to arrive at an agreement on the final terms and conditions acceptable to both parties.

Those terms are now advised to Council in the Attachment to this report, and will be codified and executed in the form of a Deed of Variation to the existing Contract if Council so resolves.

SI16/16 Extension of Existing Contracts for Waste Collection Services …(Cont'd)

46 RESOLVED (Palmer/Arkan) that Council:

1. Notes its previous delegation of authority to the General Manager to negotiate, with the incumbent Waste Collection Contractor (Handybin), an extension to the existing contract period.
2. Notes that negotiations have been conducted with the incumbent Waste Collection Contractor (Handybin) and the terms and conditions agreed upon are expressed in the Attachment to this Report.
3. That Council resolves to accept the terms and conditions of the extension to the existing contract as contained in the Attachment to this Report.
4. Notes that the Extension to the existing contract will be effected by a Deed of Variation which will be executed by the parties on or before 26 May 2016.
5. Authorise that the Deed of Variation be executed under Council Seal.

The Motion on being put to the meeting was carried unanimously.

SI16/17 TRAFFIC COMMITTEE MEETING NO. 1/2016

Executive Summary

To confirm Minutes of the informal Traffic Committee Meeting 1/2016.

47 RESOLVED (Sultana/Arkan) that:

T.1 - Harrison Street Sawtell - Relocation of Bus Stop 5928436 R. 501620

That approval be given to relocate the existing bus zone from adjacent to 98 Bayldon Street Sawtell to the frontage of 6 Harrison Street Sawtell as per plan T.1 – 2016.

T.2 - Beach Way North Sapphire Beach- Parking Restrictions 5905088

That approval for the installation of a No Stopping zone on the east side of Beach Way and North Sapphire Road, Sapphire Beach opposite the existing No Stopping zone to the bridge (57m) is deferred for further investigations of parking options.

SI16/17 Traffic Committee Meeting No. 1/2016 …(Cont'd)

T.3 - Isles & Industrial Drive Coffs Harbour – No Stopping Zone 5884337 R.509960

That approval be given for a No Stopping zone 2.6m south of the driveway to 12 Isles Drive located in Industrial Drive, Coffs Harbour. The No Stopping zone is to be marked with a yellow edge line which will extend to the northern side of the driveway. The intersection of Isles Drive and Industrial Drive is to be linemarked as well as mandatory No Stopping lines as per plan T.3 - 2016.

T.4 - Arrawarra Road Arrawarra – No Stopping 5784784

That the approval of a No Stopping zone for 140m opposite 11-23 Third Avenue, Arrawarra Headland is deferred pending further investigations.

T.5 - Load Limits/Permit for Oversize Transportation

That approval for changes in load limits on Hogbin Drive, Orlando Street and Harbour Drive is deferred pending further investigations.

T.6 - Highlander Drive / North Boambee Road North Boambee Valley– Traffic Issues 5709984

That approval be given to linemark the mandatory No Stopping zones at the intersections of Highlander Drive and North Boambee Road and Highlander Drive and Jock Avenue, North Boambee Valley, as per plan T.6 - 2016.

T.7 - All-Day Accessible Car Park – Edinburgh Street Entrance of Coffs Harbour High School 5847080 R.504100

That approval be given to install 2 accessible parking bays in Edinburgh Street, Coffs Harbour with a shared space adjacent the existing kerb ramp. Parking bays to be installed at 90 degrees to the kerb as per plan T.7 - 2016.

T.8 - Intersection at Pacific Highway/West High Street Coffs Harbour 5508526 R.509970

That approval be given to install three traffic lanes (right turn only, straight through and left turn only) in West High Street, Coffs Harbour at the intersection with the Pacific Highway. The configuration would mean the loss of 5 half hour parking spots and the relocation of the loading zone west adjacent to the Coffs Hotel Bottle Shop as per plan T.8 – 2016.

SI16/17 Traffic Committee Meeting No. 1/2016 …(Cont'd)

T.9 – Parking Restrictions - Pacific Hwy/Thompsons Road Coffs Harbour 5775214 R.500530

That approval is given to install yellow no stopping lines marking the mandatory No Stopping zones (10m) at the intersection of Thompsons Road and Redwood Street (east and west) and Thompsons Road / Aubrey Crescent (east) Coffs Harbour as per plan T.9 – 2016.

T.10 - Loading Zone – Minorca Place Toormina 5921236 R.502130

That approval be given to install one loading zone adjacent No. 4 Minorca Place, Toormina as per plan T.10-2016.

T.11 – One Way traffic Restrictions – Un-named laneway between Wharf Street & Hofmeier Close Woolgoolga

That this item be deferred for consideration at a future date following finalisation of the collection and analysis of local user consultation results.

T.13 - Beach Street, Woolgoolga - Temporary Road Closure - Anzac Day 5942839 R.500270/1618

That approval be given for the following temporary road closure of Beach Street, Woolgoolga, between Nightingale Street and Short Street Woolgoolga, associated with the Woolgoolga Anzac March to be held on Monday, 25 April 2016, between the hours of 10.40am and 11.15am be advertised and providing no substantive objections are received, the temporary closures be approved.

Approval is subject to:

1. A traffic control plan to be submitted for this event. This should include details of all traffic signs, barricades and traffic controllers required for this event.
2. The organisers be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers.
3. The organisers be responsible for all costs associated with the temporary closure.
4. Copy of current Public Liability Insurance be submitted before 15 April 2016.
5. Copy of police approval be submitted before 15 April 2016.

T.14 - First/Second/Fourth Avenues, Sawtell - Temporary Road Closure - Anzac Day 5942839 501520/501480/501550/1618

That approval be given for the following temporary road closures associated with the Sawtell Anzac March to be held on Monday, 25 April 2016, between the hours of 10.30am and 11.45am be advertised and providing no substantive objections are received, the temporary closures are approved.

SI16/17 Traffic Committee Meeting No. 1/2016 …(Cont'd)

- First Avenue (Second Avenue to Boronia Street)
- Second Avenue (First Avenue to Fourth Avenue)
- Fourth Avenue (Second Avenue to East Street).

Approval is subject to:

1. Organisers are responsible for erection of traffic barriers and control of traffic using accredited traffic controllers.
2. Organisers are responsible for all costs associated with the temporary closure.
3. A temporary bus zone signposted in First Avenue north of Second Avenue as alternative to the Ex-Services Club bus zone.
4. Copy of current Public Liability Insurance is submitted before 15 April 2016.
5. Copy of police approval be submitted before 15 April 2016.

T.15 - Park Avenue / Gordon Street / Vernon Street, Coffs Harbour - Temporary Road Closure - Anzac Day 5942839 R.505670/R.504620/R.504180/1618

That approval be given for the following temporary road closures associated with the Coffs Harbour Anzac March to be held on Monday, 25 April 2016, between the hours of 8.30am and 10.30am be advertised and providing no substantive objections are received, the temporary closures be approved.

- Park Avenue (Brelsford Park, Earl Street to Gordon Street)
- Gordon Street (Park Avenue to Vernon Street)
- Vernon Street (Gordon Street to Pacific Highway).

Approval is subject to:

1. Organisers are responsible for erection of traffic barriers and control of traffic using accredited traffic controllers.
2. Organisers are responsible for all costs associated with the temporary closure.
3. Copy of current Public Liability Insurance to be submitted before 15 April 2016.
4. Copy of police approval be submitted before 15 April 2016.

T.16 - Fiddaman Road, Emerald Beach - Temporary Road Closure - Emerald Beach Community Fair 5923064 R.507240

That the temporary road closure of Fiddaman Road, Emerald Beach, adjacent the Reserve to the start of Ocean View Crescent, from 6.00am to 4.00pm on Sunday, 29 May 2016, for the purpose of conducting the Emerald Beach Community Fair should be advertised and providing no substantive objections are received, the closure be approved.

SI16/17 Traffic Committee Meeting No. 1/2016 …(Cont'd)

Approval is subject to:

1. Organisers of the Community Fair consult with affected traders and obtain traders approval.
2. Organisers to submit a traffic control plan for approval by Council and be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers.
3. Organisers are be responsible for all costs associated with the temporary closure and clean up, including advertising.
4. Copy of current Public Liability Insurance to be submitted before 20 May 2016.
5. Copy of police approval be submitted before 20 May 2016.

T.17 - Solitary Islands Way Sapphire – Bus Zones Request

That approval be given to install a bus zone in designated lay-bys on both sides of Solitary Islands Way, Sapphire, south of Headland Road as per plan T.17 – 2016.

T.18 - Applications for PED Infrastructure around School Grants - Korora Public School, Korora

That approval be given to upgrade the children's crossing to wombat crossing at Korora Public School, James Small Drive, Korora as per plan T.18 - 2016.

T.19 - Applications for PED Infrastructure around School Grants - Toormina High School, Cavanbah Road, Toormina

That approval be given to upgrade the school children's crossing to a wombat crossing including installation of pedestrian fencing and footpath on the bus bay median at Toormina High School, Cavanbah Road, Toormina as per plan T.19 – 2016.

T.20 - Applications for PED Infrastructure around School Grants - Boambee Public School , Lindsays Road, Boambee

That approval is given for the upgrade of the school children's crossing to wombat crossing at Boambee Public School, Lindsays Road, Middle Boambee as per plan T.20 - 2016.

T.21 - Applications for PED Infrastructure around School Grants – Coffs Harbour Primary School Albany Street, Coffs Harbour

That approval is be given for the installation of a school zone 40kph signs and line-marking on Albany Street Coffs Harbour north and south of the Salamander Street intersection as per plan T.21 – 2016.

The Motion on being put to the meeting was carried unanimously.

SI16/18 CONTRACT NO. RFT-687-TO: REUSE MAIN DUPLICATION AT SKINNERS CREEK, COFFS HARBOUR CLAY TARGET CLUB & DOUBLE CROSSING CREEK BY TRENCHLESS METHODS

Executive Summary

Council is constructing the duplication of the existing 375mm diameter reclaimed water pipeline extending about 11.2km between the Woolgoolga Water Reclamation Plant and the existing 500mm diameter reclaimed water pipeline opposite Bucca Road, Moonee of which about 10km of the pipeline has been completed.

The purpose of this report is to gain Council approval to accept a tender for the construction of three parts of the remaining section of this duplicate Reclaimed Water pipeline by trenchless method.

This project has been identified as necessary works in the Coffs Harbour Sewerage Strategy and is required to transport storm flows and reduce pumping costs. The project also comes under Sewer Infrastructure Works as part of the 2015/2016 Operational Plan.

48 **RESOLVED** (Arkan/Cowling): That Council consider tenders received for the Reuse Main Duplication at Skinners Creek, Coffs Harbour Clay Target Club & Double Crossing Creek by Trenchless Methods, Contract No. RFT-687-TO, and adopt the motion as detailed in the confidential attachment.

1. That Council accept the tender of Ameidat Pty Ltd trading as Coffs Coast Under Road Boring, ABN 74 088 387 384, for the part Lump Sum of $493,980.10 inclusive of GST on the basis that:
    a) The tender is the most advantageous tender following the application of Council's Tender Value Selection System
    b) The Tenderer has the necessary experience in similar works and its ability and performance are satisfactory
    c) The Tenderer's financial capacity is acceptable
2. That the contract documents be executed under the Seal of Council.

The Motion on being put to the meeting was carried unanimously.

SI16/19 CONTRACT NO. RFT-740-TO: DESIGN, SUPPLY & CONSTRUCTION OF SHADE SAILS IN THE COFFS HARBOUR CBD

Executive Summary

The Coffs Harbour City Masterplan 2031 has identified priority strategies and projects with the aim of turning the CBD into a Vibrant, Connected and Green City Centre. The Masterplan has identified 12 Projects.

One of the Projects, Project City Sails (P-CS) called for the relocation of the east west City Square sail and the installation of new sails at the key intersections of Harbour Drive, West High Street, Park Avenue, Vernon Street and Moonee Street.

Tenders were called for the works for a Lump Sum contract with tenders closing 3:30pm on Tuesday 9 February 2016.

The assessment criteria for the works included the similarity to existing sails and structures, also the long term maintenance cost of the structures.

No conforming tenders were received. One non-conforming Tender was received from:

a) Shade'N Net

The nature of the non-conformance was with the scope of the works.

49 **RESOLVED** (Degens/Palmer) that Council:

1. Decline to accept any tender received for the Design, Supply and Construction of Shade Sails in the Coffs Harbour CBD in accordance with S178(1)(b) of the Local Government Regulations.
2. Not invite fresh tenders, as it is considered that inviting fresh tenders would not attract additional suitable contractors over and above those that have responded to this tender and will delay the project.
3. In accordance with S178(3)(e) of the Local Government Regulations, delegate authority for the General Manager to enter into negotiations with contractors that are suitably qualified and demonstrate a capability to undertake the scope of works with a view to entering into a contract in relation to the subject matter of the tender.
4. That subject to successful negotiations, Council delegate to the General Manager, the authority enter into a contract for RFT-740-TO Design Supply and Construction of Shade Sails in the Coffs Harbour CBD. Successful negotiations shall be defined as contract terms that are within the allocated Operational Plan budget, and that mitigate the project risks.
5. That the Contract documents be executed under the seal of Council

The Motion on being put to the meeting was carried unanimously.

TRUST REPORTS

T16/3 NATIONAL STRONGER REGIONS FUND - ROUND 3 WOOLGOOLGA BEACH RESERVE COMMUNITY INFRASTRUCTURE IMPROVEMENT PROGRAM

Executive Summary

The National Stronger Regions Fund (NSRF) is a program to promote economic development in Australia's regions. The Federal Government is providing $1 billion over five years to fund priority infrastructure in local communities. NSRF Round 3 guidelines have been released with applications closing on 15 March 2016.

Council was unsuccessful with an application in round 1 but was successful in Round 2. The NSRF round 2 successful projects applied for were:

1. *$4,605,288 for the Jetty4Shores Events and Active Recreation Hub project (total project cost of $9,210,577); and*
2. *$485,834 for the Coffs Coast Sport and Leisure Park Major Events and Transport Infrastructure Project (total project cost of $971,668)*

As with previous rounds of NSRF, the current round requires that *"The applicant must match the NSRF grant in cash on at least a dollar for dollar basis".*

It is the recommendation that the Woolgoolga Beach Reserve Trust submit an application to the NSRF round 3 for the amount of $250,000 for the '*Woolgoolga Beach Reserve Community Infrastructure Improvement Program*'. The project includes new public amenities, upgraded children's playground and improved pedestrian access.

Council, as Corporate Manager of the Trust, would be the grant applicant and matching funds would be allocated from Council's existing programs.

50 **RESOLVED** (Palmer/Arkan) that Council, as Corporate Manager of the Woolgoolga Beach Reserve Trust, submits an application to the NSRF Round 3 for the amount of $250,000 for the '*Woolgoolga Beach Reserve Community Infrastructure Improvement Program*' (total project cost of $500,000).

The Motion on being put to the meeting was carried unanimously.

REQUESTS FOR LEAVE OF ABSENCE

Cr Degens indicated that he would be seeking leave of absence from Council for the meetings 14 April 2016 and 28 April 2016.

The Mayor indicated that Cr Degens submit this request in writing to the General Manager.

QUESTIONS ON NOTICE

No questions on notice.

MATTERS OF AN URGENT NATURE

MUN16/1 Construction of water main duplication at Red Hill

Councillor Rhoades enquired on current works in relation to a water main at Red Hill, he asked if there had been any consideration given to a previous discussion at council about water generated power being put back into the grid to generate income. Director Infrastructure Services advised that considerable consideration was given but the main is not suitable in this case. Considerations have also been given to other locations.

The Mayor on behalf of Council and the entire community of the LGA would like to offer condolences to the Jon English family and friends.

This concluded the business and the meeting closed at 6.09pm.

Confirmed: 14 April 2016

.....
Denise Knight
Mayor

NOTICE OF MOTION TO ORDINARY COUNCIL MEETING

DEVELOPER CONTRIBUTIONS PLAN - BIKE/FOOTPATH IN NORTH SOLITARY DRIVE, NORTH SAPPHIRE

Motion:

Councillor Townley has given notice of her intention to move the following:

That Council staff prepare a report detailing:

- The sum of monies collected for Developer Contributions for the North Sapphire estates; both in terms of funds levied per lot as well as any other additional funds contributed by developers, for example where projects are identified as being fully developer-funded;
- Details of projects initially identified for the North Sapphire precinct in the Moonee Release Area Developer Contributions Plan (DCP) (in terms of transport management, traffic management, open space and community facilities);
- Details of any change to this since the North Sapphire estate commenced
- Timeframes for completion of all infrastructure projects, in particular the construction of the bike path/footpath
- Details of any monies collected for aspirational collector road south from Moonee which may now be deemed unnecessary and details of how these funds, if nay will be reallocated
- Any other matters which staff consider relevant to this situation

Rationale:

The Moonee Release Area Developer Contributions Plan identifies significant community infrastructure, including cycleways and footpaths for construction in the North Sapphire estates. Some of this is scheduled against Developer Contributions as levied at the time of development. Other projects are identified as being 'Fully Developer Funded". The footpath and cycleway network is as yet uncompleted and residents have queried when they might see the fruits of their contributions.

It is noted that some aspirational collector roads in the northern precinct of the DCP (a collector road south from Moonee Beach) area may now be deemed to be unnecessary since the completion of the Pacific Highway upgrade. In this case, any information about changed priorities and reallocation of funds across the whole DCP area would be useful.

Staff Comment:

A report can be prepared.

NOTICE OF MOTION TO ORDINARY COUNCIL MEETING

ENVIRONMENTAL LEVY

Motion:

Councillor Townley has given notice of her intention to move the following:

"Council staff prepare a report detailing:

- The full amount of monies collected for the 2015/16 year for the 2016/17 Environmental Levy.
- The original Terms of Reference for the Environmental Working Group as per Council resolution
- How unspent funds as allocated to various Council staff positions now deleted will be accounted for
- How the works allocated in the 2015/16 EL to Council staff positions will now be completed"

Rationale:

The Environmental Levy is a Special Rate variation which commenced in 1997. A Council resolution at the Levy's inception detailed the formation of a Working Group to assess and recommend projects for funding. These include projects internal and external to Council.

In previous years, the amount of monies collected for the Environmental Levy has been in the order of $1.3M, being

2013/14	$ 1,393,847
2014/15	$ 1,281,861 1
2015/16	$1319042 1

1 Estimates as per Operational Plan

It is noted that the amount of monies available this year is approximately half of previous years, with the amount being available as approximately $650,000

It is noted that several positions, such as the Biodiversity Unit, were agreed by the EL committee to be allocated uncontested from the EL funds until such time as these positions could be funded from consolidated revenue like most other positions. There is concern that the reformation of these and other EL-funded positions is now unclear in terms of their relationship to the Levy.

It is therefore requested that a comprehensive update detailing why the money available is significantly lower, how the unspent monies from deleted or reformed positions will now be accounted for and also how the project work which was funded from the EL will now be completed since many positions and projects will not run to the end of the financial year as funded.

Staff Comment:

NOTICE OF MOTION TO ORDINARY COUNCIL MEETING

The information requested for each of the four items in the notice of motion is provided as follows:

1. ***The full amount of monies collected for the 2015/16 year for the 2016/17 Environmental Levy.***

   The table below shows the revenue from the Environmental Levy each year from 2013/14 to the estimated revenue for 2016/17. Contrary to the assertion in the rationale above, the funds available have actually increased each year.

	Actual 2013/14	Actual 2014/15	Actual 2015/16	Estimated 2016/17
EL Revenue	1,130,859	1,162,601	1,196,290	1,230,738
Contribution from Water Fund	50,000	50,000	50,000	50,000
Funds Available	**1,180,859**	**1,212,601**	**1,246,290**	**1,280,738**
Bush Regeneration	201,571	207,618	213,846	210,732
Conservation & Sustainable Management of Biodiversity	209,000	215,270	221,728	218,499
Environmental Levy Coordination	64,247	64,059	65,981	67,828
Environmental Weeds	103,000	106,090	109,272	107,681
	577,818	**593,037**	**610,827**	**604,740**
Available for Applications	**603,041**	**619,564**	**635,463**	**675,998**

Four Council project/activity areas are funded each year with the balance available for applications which are assessed and prioritised by the Working Group. This is in accordance with Council's resolution on 23 February 2012, which adopted a recommendation that stated:

"That the Council projects of Environmental Levy Administration, Weeds Control, Bush Regeneration and Biodiversity be funded directly from the Environmental Levy and that these funds be deducted from fund prior to the consideration of the committee."

Although the funds allocated to the four Council project/activity areas do pay for some staff, the way these projects/activities are undertaken is not dependent on the funding of specific positions. Rather the funding allows project and activity outcomes to be achieved, regardless of how the work is undertaken, be it through Council staff, contractors, consultants, community groups, volunteers, etc, or a combination of these.

2. ***The original Terms of Reference for the Environmental Working Group as per Council resolution.***

NOTICE OF MOTION TO ORDINARY COUNCIL MEETING

The Terms of Reference (ToR) for the allocation of the proceeds from the Environmental Levy and those of the Working Group have changed over time as outlined below.

The first resolution of Council in relation to an environmental levy occurred at a Special Meeting of Council held on 1 May 1997, at which it was resolved:

"That the proceeds of the environmental levy be applied towards the investigation and research of environmental projects (related specifically to the general account), acquisition of open space for environmental and recreational benefits, community infrastructure projects, namely footpaths, cycleways and walkways, Coffs Harbour Jetty Heritage project maintenance and foreshore development."

In June 1997 Council formally resolved to make application to the Minister for Local Government for a special rate variation to enable Council to raise $600,000 by way of an Environmental Levy. It also resolved in relation to the ToR:

"That the terms of reference for the application of the proceeds of the environmental levy be as follows:

- the investigation and research of environmental projects (related specifically to the general account)
- acquisition of open space for environmental benefits
- community infrastructure projects namely footpaths, cycleways and walkways to provide access to areas of environmental significance
- Coffs Harbour Jetty Heritage project maintenance
- foreshore redevelopment."

This is a revised version of the ToR resolved by Council at its meeting on 1 May 1997.

Council also resolved to conduct an environmental programme forum to advise Council on the programme of works to be undertaken from the proceeds of the levy, with invitations to individuals who had made submissions in relation to the environmental levy and nominated individuals from relevant environmental and community groups.

On 7 July 1997, approval of the special rate variation was provided with the following conditions:

"The Minister has approved the Council increasing its general income by 7.3% on the condition that Council continues to review its operation to identify where further efficiencies and tangible savings can be achieved.

In addition, the approval is on the understanding that the Council provide specific details concerning expenditure and progress towards completion of the project(s) associated with the special variation. A copy of this report should be provided to the Department at the end of 1997/98."

The environmental forum was held on 26 August 1997 at which 50 people attended and the outcomes were reported to the Council meeting held on 28 August 1997 via Mayoral minute. The Mayoral minute reported:

"Submissions that were presented were:

- provision of walking tracks
- weed eradication
- provision of seedlings/plants
- increase attractiveness of the area to tourists
- levy should be spent on natural environment
- the Orara River
- bush regeneration

NOTICE OF MOTION TO ORDINARY COUNCIL MEETING

- pollution
- coastal and river concerns

The outcome of the forum was to recommend the establishment of a working group to review the terms of reference for the environmental levy, establish criteria for the allocation of the proceeds of the levy and recommend to Council, through a further meeting of the environmental forum, a program of works."

Council endorsed this recommended approach.

The Working Group Environmental Forum minutes dated 8 September 1997, in relation to the ToR, state:

It was agreed that the Working Group is to:

Determine the environmental needs of the City of Coffs Harbour and recommend priorities for action. In particular relating to –

i) Investigation, research, and implementation of environmental projects
ii) Acquisition of open space for environmental benefits if land has conservation value or can be used to obtain conservation objectives
iii) Footpaths/access where these act to formalize access in areas degraded by unplanned access. Environmental components of projects such as recreational walkways.
iv) Projects designed principally to restore damaged environments or prevent environmental problems.
v) Implementation of environmental education projects for the community at householder, commercial, and industrial levels.

Confirmation that in relation to i) above, monies could be allocated to funding Environmental Impact Statements to the extent that any studies complied with the terms of reference."

This represents a further modification of the ToR in the first year of the Environmental Levy.

The projects to be funded for the first year of the Environmental Levy (1997/98) were subsequently approved by Council at its meeting on 23 October 1997.

3. How unspent funds as allocated to various Council staff positions now deleted will be accounted for.

As explained above, the funds have not been allocated to staff positions but rather to deliver outcomes through projects and activities. The projects and activities funded by the Environmental Levy for 2015/16 are continuing and therefore it is not expected that there will be unspent funds. However, consistent with the administration of the fund for all projects, any unspent funds as at 30 June 2016 will be returned to the Environmental Levy funding pool.

4. How the works allocated in the 2015/16 EL to Council staff positions will now be completed.

The works allocated in the 2015/16 Environmental Levy Fund that was to be undertaken by the two biodiversity positions within Sustainable Places will continue to be carried out as follows:

NOTICE OF MOTION TO ORDINARY COUNCIL MEETING

a) Administration/Front Office activities (approx. 0.4 FTE) to be undertaken by Business Services through Customer Resolution Officers with support from Development Assessment Officers and Planner /Urban Designers where required.
b) Specialist Biodiversity activities (1.0 FTE) are being undertaken by consultants as required pending the commencement of a new Senior Biodiversity officer in May 2016. These activities are also being supported by one of Council's Senior Planner/Urban Designers who has experience in this area.
c) Development Assessment (approx. 0.2 FTE) - Tree Permits/ Development Consents for tree clearing are being undertaken by the Development Assessment Officers within the Development Assessment teams with specialist technical advice being provided by consultants, pending the commencement of the new Senior Biodiversity Officer, with support from Senior Planner/Urban Designers as deemed appropriate.
d) Compliance (approx. 0.4 FTE) are being undertaken by officers within Councils new Compliance Team with specialist support from new Senior Biodiversity Officer and Senior Planner/Urban Designer as deemed appropriate.
e) Project supervision (approx. 0.2 FTE) is being undertaken by the Section Leader Local Planning with support of Urban Planner/Designers as required.

REPORT TO ORDINARY COUNCIL MEETING

MONTHLY FINANCIAL PERFORMANCE REPORT FOR FEBRUARY 2016

REPORTING OFFICER:	Section Leader Financial Planning
DIRECTOR:	Director Business Services
COFFS HARBOUR 2030:	LC3.1 – Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
ATTACHMENTS:	ATT Monthly Financial Performance Report for February 2016

Recommendation:

That Council:

1. **Note the monthly financial performance report for 29 February 2016.**

2. **Approve the recommended budget adjustments and note the current budget position.**

Estimated Budget Position as at 29 February 2016:

	General Account $	Water Account $	Sewer Account $
Original Budget adopted 11 June 2015	**(1,884) (S)**	**1,810,139 (D)**	**1,913,132 (D)**
Approved Variations to 31 January 2016	**439,194 (D)**	**Nil**	**Nil**
Recommended variations for February 2016	**Nil**	**Nil**	**Nil**
Estimated result as at 29 February 2016	**437,310 (D)**	**1,810,139 (D)**	**1,913,132 (D)**

3. **Note the bank balances and investments totalling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) $175,263,446 as at 29 February 2016.**

4. **Note the general fund unrestricted cash and investments totalling $1,315,291 as at 29 February 2016.**

EXECUTIVE SUMMARY

The purpose of this report is to seek Council's endorsement of the monthly financial performance report for February 2016. This report provides information on the actual to budget position at the financial statement level along with detailed functional financial performance at the program level and capital expenditure reports for the current financial year. The report is also to provide a summary of the proposed budget adjustments for the month and to report on the estimated budget position as at 29 February 2016 and to report on Council's Bank Balances and Investments as at 29 February 2016.

REPORT

Description of Item:

The monthly financial performance report provides information on Council's actual to budget performance. The report has been introduced to provide accrual based information to Council on a monthly basis. The reports include a graphical representation of key performance indicators in order to provide key summary financial information. A statement of comprehensive income is included which details monthly performance for February 2016. This statement compares actual to budget on a monthly and year to date basis at the financial statement level. Also included is the detailed functional financial performance at the financial program level and capital expenditure reports for the current financial year.

This report also provides the proposed budget adjustments for the month and reports on the estimated budget position as at 29 February 2016.

	General Account $	Water Account $	Sewer Account $
Original Budget adopted 11 June 2015	(1,884) (S)	1,810,139 (D)	1,913,132 (D)
Approved Variations to 31 January 2016	439,194 (D)	Nil	Nil
Recommended variations for February 2016	Nil	Nil	Nil
Estimated result as at 29 February 2016	437,310 (D)	1,810,139 (D)	1,913,132 (D)

General Account	**Deficit/(Surplus)**
Relocation of School zone sigs at Karangi School, fully funded by Roads and Maritime Services (RMS) grant	5,825 (D)
RMS grant funding	(5,825) (S)
Increase to Pedestrian Access works at Mastracolas Road from $36,000 to $44,000 fully funded by RMS grant	8,000 (D)
RMS grant funding	(8,000) (S)
Speed Zone Adjustments – Solitary Islands Way, Sapphire fully funded by RMS grant	4,186 (D)
RMS grant funding	(4,186) (S)
Speed Zone Adjustments – Toormina Road and Lyons Road, fully funded by RMS grant	2,001 (D)
RMS grant funding	(2,001) (S)
Reallocate funds from the Flood Mitigation and Drainage Program for the Marcia St drainage project to the dredging of Spoonbill Lake – per SI16/5 from 11/2/16 Council Meeting	
- Dredging of Spoonbill Lake	150,000 (D)
- Reduce Marcia St drainage project	(150,000) (S)
Total	**Nil**

Water Account

Total	**Nil**

Sewer Account

Total **Nil**

Bank Balances and Investments report information as at 29 February 2016 is also attached.

It should be noted that Council is required to account for investments in accordance with the Australian International Financial Reporting Standards. Term deposits are shown at face value and all other investment balances at the end of each month reflect market value movements which would be inclusive of accrued interest. Interest when paid, say quarterly, would result in reductions in the market value of the investments.

The Investment Report reflects the above requirements and reflects the interest earned (or accrued) on each investment, based on the acquisition price.

Reports written by Laminar Group Pty Ltd (Council's investment portfolio advisors), which examine economic and financial markets data for February 2016 are available in the Councilors' Resource Centre.

As this report is still in the development phase it is envisaged that the report will be reviewed and further refined over the coming months to provide more comprehensive management reporting to the Executive and Council to enable better informed decision making.

Issues:

There is no obligation to provide monthly financial performance reports but as part of prudent financial management we have opted to do so.

Budget phasing will be more thoroughly implemented in the future and this is expected to improve the level of accurate budget variance analysis. The current report has greater than expected variances in various areas of the budget due to inaccurate budget phasing.

As the report is further reviewed, the Fit for the Future Financial performance ratios and additional financial statements will also be included within the report.

Options:

Council's options in relation to this report are to:

1. Adopt the recommendation provided to Council.
2. Amend the recommendation provided to Council and then adopt. This may impact upon the projected bottom line budgeted position.
3. Reject the recommendation provided to Council. This would revert the budget back to its original position prior to the recommendation being sought.

Sustainability Assessment:
This report is one of procedure only.

- **Environment**

  There are no perceived short or long-term environmental impacts.

- **Social**

  There are no perceived short or long term social impacts.

- **Civic Leadership**

  Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour and invests surplus funds to maximize investment income and preserve capital to assist with funding requirements for projects listed under the Coffs Harbour 2030 Community Strategic Plan.

- **Economic**

  Broader Economic Implications

  This report assesses the current years projected budget position only. Any variations approved by Council are subsequently reflected in Council's Delivery Plan and may affect future economic sustainability.

  Council's investments are held according to the requirements stated within Council's investments policy and the returns are acceptable in relation thereto. In the long term earnings from investments can vary due to economic conditions and financial markets. Council constructs its investment portfolio with consideration of current conditions and to comply with the Office of Local Government (OLG) investment policy guidelines.

  Delivery Program/Operational Plan Implications

  The year to date operating deficit before capital grants is estimated to be $5.231 million with the surplus after capital grants estimated to be $5.153 million as at 29 February 2016.

  For substantial budget adjustments the associated council reports have addressed the triple bottom line factors independently in 2015/16.

  For February 2016 it is noted that after deducting, from the total bank and investment balances of $175,263,446 the estimated restricted General, Trust, Water and Sewerage cash and investments ($173,948,155) the Unrestricted Cash is $1,315,291.

Risk Analysis:

The likelihood of risks associated with New South Wales Local Government's investing funds is now remote due to the conservative nature of investments permitted under statutory requirements. The risk of capital not being returned in relation to each individual investment Council owns is indicated in the attachment.

The main risks for Council's investment portfolio are liquidity and credit risk, both of which are being managed under the advice of Laminar Group Pty Ltd. Liquidity risk is the risk that the investor is unable to redeem the investment at a fair price within a timely period and thereby incurs additional costs (or in the worst case is unable to execute its spending plans). Credit risk is the risk of loss of principal stemming from a financial institutions failure to repay that principal when that principal is due. Investors are compensated for assuming credit risk by way of interest payments from the financial institutions issuing the investment security.

Credit risk is rated by various rating agencies. Investment securities in Council's current portfolio are rated by either Standard and Poors or Fitch, with the majority of the portfolio rated by Standard and Poors. Standard and Poors credit ratings and an explanation of their ratings are as follows:

Rating	Ratings Explanation
AAA	Extremely strong capacity to meet financial commitments. Highest Rating.
AA	Very strong capacity to meet financial commitments.
A	Strong capacity to meet financial commitments, but somewhat susceptible to adverse economic conditions and changes in circumstances.
BBB	Adequate capacity to meet financial commitments, but more subject to adverse economic conditions.
BBB-	Considered lowest investment grade by market participants.
BB+	Considered highest speculative grade by market participants.
BB	Less vulnerable in the near term but faces major ongoing uncertainties to adverse business, financial and economic conditions.
B	More vulnerable to adverse business, financial and economic conditions but currently has the capacity to meet financial commitments.
CCC	Currently vulnerable and dependent on favorable business, financial and economic conditions to meet financial commitments.
CC	Currently highly vulnerable.
C	Currently highly vulnerable obligations and other defined circumstances.
D	Payment default on financial commitments.

Ratings from 'AA' to 'CCC' may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories.

Types of investment securities by credit risk ranking from highest to lowest are as follows:

- Deposits/Covered Bonds – these share first ranking
- Senior debt – Floating Rate Notes/Fixed Coupon Bonds.
- Subordinated debt
- Hybrids
- Preference shares
- Equity shares (common shares).

Subordinated debt, hybrids, preference and equity shares are not a permitted investment under the current Ministerial Order. Term deposits of $250,000 or less per financial institution are covered under the Commonwealth Government Deposit Guarantee Scheme and therefore by default have the same credit rating as the Commonwealth Government, ie AAA.

All credit unions, building societies and mutual banks are Authorised Deposit-taking Institutions (ADI's) and are regulated in the same way as all other Australian banks. ADI's are regulated by the Australian Securities and Investment Commission (ASIC) under the Corporations Act 2001, and by the Australian Prudential Regulatory Authority (APRA) under the Banking Act 1959.

Consultation:

Group Leaders and their relevant staff have been provided with electronic budget reports for each program on a monthly basis. Requested variations and variations adopted by Council have been incorporated into the report and Council's investment advisors, Laminar Group Pty Ltd have been consulted in the preparation of this report.

Related Policy, Precedents and / or Statutory Requirements:

Council funds have been invested in accordance with Council's *Investment Policy* (POL-049), which was adopted on 27 November 2014.

Local Government Act 1993 – Section 625

Local Government Act 1993 – Investment Order (dated 12 January 2011).

Local Government General Regulation 2005

The Trustee Amendment (Discretionary Investments) Act 1997 – Sections 14A(2), 14C(1) and 14C(2).

Local government regulations require the Responsible Accounting Officer to submit a quarterly budget review to Council. There is no obligation to provide monthly reviews or monthly financial performance reports but as part of prudent financial management we have opted to do so, commencing October this year.

Implementation Date / Priority:

The approved variations will be updated in the affected budgets prior to release for review in the following month.

Conclusion:

This monthly financial performance report provides information on the actual to budget results at the financial statement level along with detailed functional financial performance at the program level and capital expenditure reports for the current financial year. This report also summarises the proposed budget adjustments for the month and the impact upon the projected budget position for the current financial year along with Councils bank and investment performance information.

Attachment

Coffs Harbour City Council

Monthly Financial Performance Report
for the month ended 29 February 2016

"Coffs Harbour - the Healthy City, the Smart City, the Cultural City for a Sustainable Future"

Attachment

Coffs Harbour City Council

Monthly Financial Performance Report
for the month ended 29 February 2016

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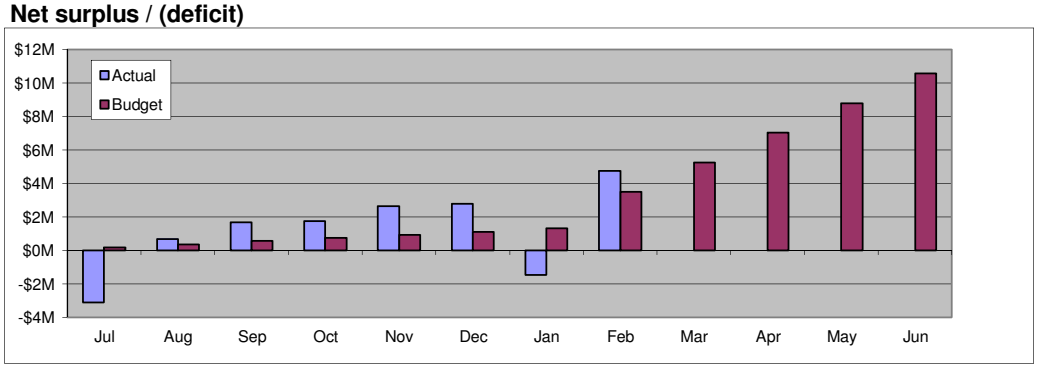
Attachment

Key Performance Indicators

Monthly Financial Report

Period Ending: 29 February 2016

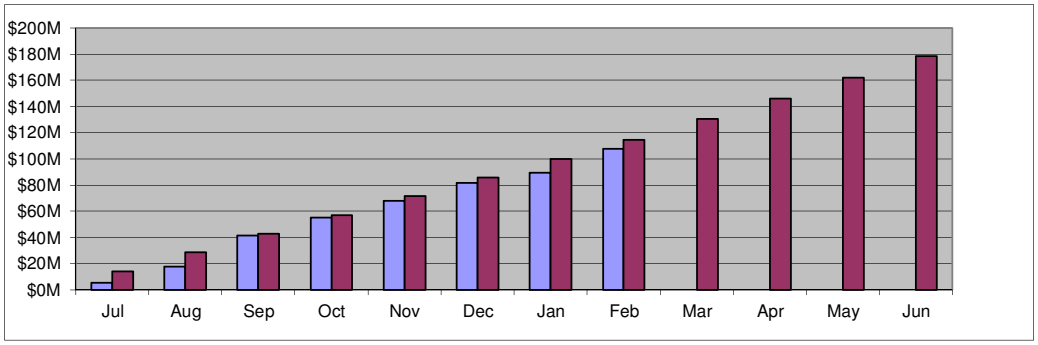
Net surplus / (deficit)



Ahead of budgeted expectations by > 10%
Var. = $1.2M / 35.5%

Net surplus at end of Feb 16 after capital grants of $5.153M against a budget of $4.059M

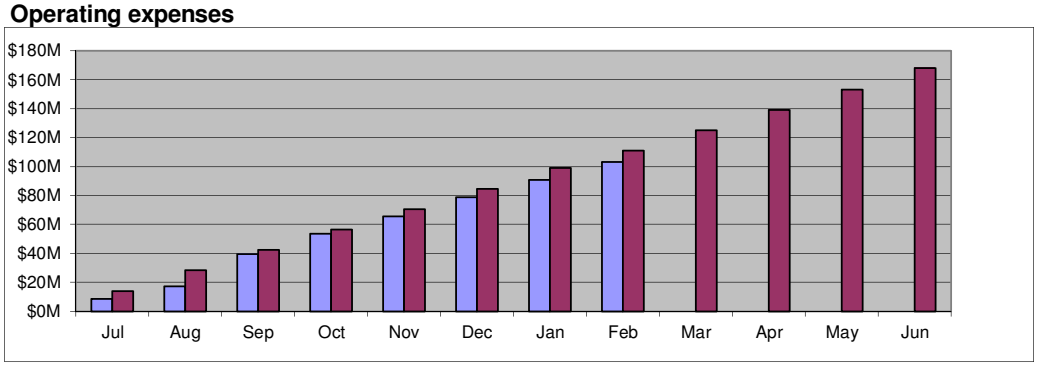
Total income



Within 10% of budgeted expectations
Var. = $-6.6M / -5.8%

Total Income to end of Feb 16 of $108M versus budget of $114M

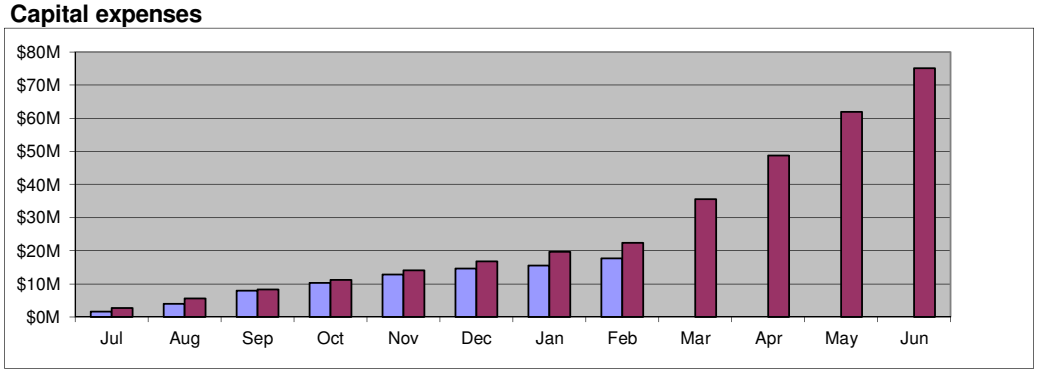
Operating expenses



Within 10% of budgeted expectations
Var. = $-7.8M / -7.1%

Total operating expenditure to end of Feb 16 $103M against a budget of $111M

Capital expenses



Behind budgeted expectations by > 20%
Var. = $-4.7M / -20.9%

Total capital expenditure to end of Feb 16 $18M versus YTD budget of $22M & annual budget of $75M

Legend:

- Negative Variance > 20%
- Negative Variance > 10%
- Within tolerance
- Positive Variance > 10%

Attachment

Income Statement

Period Ending: 29 February 2016

Month				Description	YTD				Annual
Actual $'000	*Budget $'000*	*Variance $'000*	*Var %*		*Actual $'000*	*Budget $'000*	*Variance $'000*	*Var %*	*Budget $'000*
Statement of Comprehensive Income									
				Recurrent Revenue					
$6,634	$6,780	($146)	-2%	Rates & Annual Charges	$57,329	$54,243	$3,087	6%	$81,364
$2,225	$2,453	($228)	-9%	User Charges & Fees	$16,685	$19,622	($2,937)	-15%	$29,433
$575	$464	$111	24%	Interest & Investment Revenue	$4,872	$3,709	$1,163	31%	$5,563
$599	$640	($41)	-6%	Other Revenues	$5,007	$5,119	($112)	-2%	$7,678
$1,288	$1,310	($22)	-2%	Grants & Contributions provided for Operating Purp	$14,015	$13,939	$76	1%	$27,878
$11,321	**$11,647**	**($326)**	**-3%**	RECURRENT REVENUE	**$97,908**	**$96,631**	**$1,277**	**1%**	**$151,916**
				Recurrent Expenditure					
$4,363	$3,995	$368	9%	Employee Benefits & Oncosts	$28,640	$26,598	$2,042	8%	$39,897
$169	$185	($16)	-9%	Borrowing Costs	$6,573	$7,010	($437)	-6%	$12,666
$3,341	$4,613	($1,272)	-28%	Materials & Contracts	$29,011	$36,906	($7,895)	-21%	$55,359
$4,012	$4,010	$2	0%	Depreciation & Amortisation	$32,094	$32,087	$7	0%	$48,131
$535	$610	($75)	-12%	Other Expenses	$6,821	$8,299	($1,478)	-18%	$12,448
$12,420	**$13,413**	**($993)**	**-7%**	RECURRENT EXPENDITURE	**$103,139**	**$110,900**	**($7,761)**	**-7%**	**$168,501**
($1,099)	**($1,767)**	**$668**	**-38%**	NET OPERATING (DEFICIT)	**($5,231)**	**($14,269)**	**$9,038**	**-63%**	**($16,585)**
				Capital Revenue					
$731	$780	($49)	-6%	Capital Grants, Subsidies, Contributions and Donat	$10,384	$18,328	($7,944)	-43%	$27,492
$731	**$780**	**($49)**	**-6%**	CAPITAL REVENUE	**$10,384**	**$18,328**	**($7,944)**	**-43%**	**$27,492**
($368)	**($987)**	**$619**	**-63%**	NET SURPLUS (DEFICIT)	**$5,153**	**$4,059**	**$1,094**	**27%**	**$10,907**

The Statement of Comprehensive Income outlines:
- All sources of Council's income (revenue)
- All recurrent expenditure. These expenses relate to operations and do not include capital expenditure although depreciation of assets is included

The Net Surplus / (Deficit) for the reporting period is a measure of Council's financial performance. This figure is determined by deducting total recurrent expenditure from total income (recurrent revenue and capital revenue).

Variance Comments (variance > 10%)

User Charges and Fees - Lower than anticipated water and sewer user charges to end of February, actuals are expected to meet budget at end of year

Interest & Investment Revenue - Increase due to timing of coupon receipts and income accruals, revenue is expected to be on budget at end of year

Materials and Services - Budgets are currently applied at a high level for expenditure resulting in a large amount budgeted for materials and contracts an apportionment across various expenditure categories has yet to be applied to the budget system.

Other expenses - Variation is due to a combination of timing differences and works scheduling, actuals will meet budget at the end of the year

Functional Financial Performance Report - showing YTD Actual against YTD Budget

Attachment

Period Ending: 29 February 2016

	Operating Revenue $				Operating Expenditure $			
Management Area	***Actuals***	***Budget***	***Var $***	***Var %***	***Actuals***	***Budget***	***Var $***	***Var %***
Executive Office								
Office of the General Manager	$0	$0	$0	100.0% ✓	$743,948	$739,875	$4,073	0.6% ✓
Business Transformation	$303,000	$913,796	($610,796)	-66.8% !	$2,326,175	$1,024,280	$1,301,895	127.1% !
Financial Sustainability	$2,874,898	$2,874,898	$0	0.0% ✓	$428,461	$561,463	($133,002)	-23.7% !
Governance & Risk	$74,548	$74,548	$0	0.0% ✓	$2,360,259	$2,460,992	($100,733)	-4.1% ✓
Total Executive Office	$3,252,446	$3,863,242	($610,796)	-15.8%	$5,858,843	$4,786,610	$1,072,233	22.4%
Business Services								
Financial Services & Logistics	$9,979,640	$9,894,949	$84,691	0.9% ✓	$8,076,363	$8,406,706	($330,343)	-3.9% ✓
General Untied Funding	$27,684,181	$27,888,096	($203,915)	-0.7% ✓	$0	$0	$0	0.0% ✓
Community Facilities	$1,268,567	$1,268,567	$0	0.0% ✓	$210,964	$219,236	($8,272)	-3.8% ✓
Business Systems	$5,226	$5,733	($507)	-8.8% ✓	$2,602,911	$2,379,507	$223,404	9.4% ✓
Organisation Development	$100,000	$60,000	$40,000	66.7% !	$716,744	$819,457	($102,713)	-12.5% !
Customer Services	$51,473	$49,500	$1,973	4.0% ✓	$1,102,399	$1,204,689	($102,290)	-8.5% ✓
Total Business Services	$39,089,086	$39,166,845	($77,758)	-0.2%	$12,709,381	$13,029,595	($320,214)	-2.5%
Sustainable Communities								
Community & Cultural Services								
Community Services	$33,930	$36,630	($2,700)	-7.4% ✓	$891,364	$943,740	($52,376)	-5.5% ✓
Library Services	$163,553	$157,733	$5,820	3.7% ✓	$1,283,335	$1,364,912	($81,577)	-6.0% ✓
Cultural Services	$305,668	$281,867	$23,801	8.4% ✓	$1,003,440	$1,086,210	($82,770)	-7.6% ✓
Lifeguard Services	$10,586	$10,586	$0	0.0% ✓	$521,180	$515,964	$5,216	1.0% ✓
Sustainability	$54,481	$52,300	$2,181	4.2% ✓	$219,349	$202,063	$17,286	8.6% ✓
Total Community & Cultural Services	$568,218	$539,116	$29,102	5.4%	$3,918,668	$4,112,889	($194,221)	-4.7%
Sustainable Places								
Local Planning	$358,464	$327,667	$30,797	9.4% ✓	$1,370,379	$1,417,658	($47,279)	-3.3% ✓
Development Assessment	$1,280,894	$1,292,286	($11,392)	-0.9% ✓	$1,674,606	$1,703,176	($28,570)	-1.7% ✓
Environmental Services	$212,012	$211,614	$398	0.2% ✓	$510,395	$558,384	($47,989)	-8.6% ✓
Public Health & Safety	$210,554	$150,474	$60,080	39.9% !	$502,259	$534,967	($32,708)	-6.1% ✓
Ranger Services	$305,899	$331,333	($25,434)	-7.7% ✓	$548,664	$608,281	($59,617)	-9.8% ✓
Total Sustainable Places	$2,367,823	$2,313,374	$54,449	2.4%	$4,606,303	$4,822,466	($216,163)	-4.5%
City Prosperity								
Industry & Destination Development	$271,458	$259,301	$12,157	4.7% ✓	$907,351	$1,122,962	($215,611)	-19.2% !
Stadium & Major Events	$795,660	$726,645	$69,015	9.5% ✓	$2,273,562	$2,162,097	$111,465	5.2% ✓
Total City Prosperity	$1,067,118	$985,946	$81,172	8.2%	$3,180,913	$3,285,059	($104,146)	-3.2%

Functional Financial Performance Report - showing YTD Actual against YTD Budget

Attachment

Period Ending: 29 February 2016

	Operating Revenue $				Operating Expenditure $			
Management Area	***Actuals***	***Budget***	***Var $***	***Var %***	***Actuals***	***Budget***	***Var $***	***Var %***
Sustainable Infrastructure								
City Infrastructure Support & Administratio	$54,807	$52,600	$2,207	4.2% ✓	$1,209,060	$1,255,397	($46,337)	-3.7% ✓
CBD Masterplan Works	$504,928	$483,019	$21,909	4.5% ✓	$162,956	$263,732	($100,776)	-38.2% !
Jetty Foreshores Project	$182,515	$182,515	$0	0.0% ✓	$182,816	$198,464	($15,648)	-7.9% ✓
Asset Planning	$0	$0	$0	0.0% ✓	$122,297	$134,227	($11,930)	-8.9% ✓
Open Space	$555,369	$506,408	$48,961	9.7% ✓	$5,484,130	$5,647,707	($163,577)	-2.9% ✓
Regional Roads	$729,301	$700,500	$28,801	4.1% ✓	$1,552,596	$1,630,273	($77,677)	-4.8% ✓
Local Roads	$2,278,272	$2,283,907	($5,635)	-0.2% ✓	$10,138,082	$10,214,469	($76,387)	-0.7% ✓
Bridges	$574,521	$574,521	$0	0.0% ✓	$592,887	$612,889	($20,002)	-3.3% ✓
Footpaths, Cylceways & Bus Shelters	$0	$0	$0	0.0% ✓	$710,226	$746,705	($36,479)	-4.9% ✓
Parking	$0	$0	$0	0.0% ✓	$882,956	$920,701	($37,745)	-4.1% ✓
Property & Facilities Management	$871,503	$709,779	$161,724	22.8% !	$2,065,857	$2,295,283	($229,426)	-10.0% ✓
Quarries	$33,736	$31,000	$2,736	8.8% ✓	$24,115	$26,533	($2,418)	-9.1% ✓
Street & Toilet Cleaning	$0	$0	$0	0.0% ✓	$647,215	$611,433	$35,782	5.9% ✓
Drainage	$1,382,667	$1,382,667	$0	0.0% ✓	$2,556,737	$2,508,554	$48,183	1.9% ✓
Harbour & Jetty	$0	$0	$0	0.0% ✓	$111,778	$123,221	($11,443)	-9.3% ✓
Cityworks	$2,543,815	$2,808,270	($264,455)	-9.4% ✓	$2,237,351	$2,178,467	$58,884	2.7% ✓
Survey & Design	$95,543	$86,946	$8,597	9.9% ✓	$1,424,390	$1,540,428	($116,038)	-7.5% ✓
Street Lighting	$104,667	$104,667	$0	0.0% ✓	$483,961	$584,670	($100,709)	-17.2% !
Contracts & Subdivisions	$202,347	$145,319	$57,028	39.2% !	$160,295	$290,747	($130,452)	-44.9% !
Water Operations	$11,584,191	$14,428,414	($2,844,223)	-19.7% !	$13,343,216	$14,178,476	($835,260)	-5.9% ✓
Sewer Operations	$16,801,361	$17,782,063	($980,703)	-5.5% ✓	$19,486,277	$19,944,631	($458,354)	-2.3% ✓
Domestic Waste Management	$11,852,133	$11,735,408	$116,725	1.0% ✓	$10,270,092	$10,797,323	($527,231)	-4.9% ✓
Non-Domestic Waste Management	$3,915,343	$3,637,941	$277,402	7.6% ✓	$3,396,865	$3,766,450	($369,585)	-9.8% ✓
Total Sustainable Infrastructure	$54,267,018	$57,635,944	($3,368,926)	-5.8%	$77,246,155	$80,470,780	($3,224,625)	-4.0%
Business Units								
Airport	$4,636,628	$4,902,000	($265,372)	-5.4% ✓	$3,944,616	$4,174,597	($229,981)	-5.5% ✓
Environmental Laboratory	$506,677	$461,200	$45,477	9.9% ✓	$369,122	$401,557	($32,435)	-8.1% ✓
Telecommunications & New Technology	$1,224,096	$1,078,267	$145,829	13.5% !	$1,274,312	$1,076,278	$198,034	18.4% !
Total Business Units	$6,367,401	$6,441,467	($74,066)	-1.1%	$5,588,050	$5,652,432	($64,382)	-1.1%
Total	$106,979,111	$110,945,933	($3,966,823)	-3.6%	$113,108,313	$116,159,831	($3,051,518)	-2.6%

✓ Budget Variance (favourable or unfavourable) is within tolerance threshold

! Budget Variance (favourable or unfavourable) is greater than tolerance threshold

Functional Financial Performance Report - showing YTD Budget

Attachment

Period Ending: 31 January 2016

Variance Comments (variance > $100k and > 10%)

Business Transformation - Operating Revenue & Expenditure

This program is reported separately to Council

Financial Sustainability - Operating Expenditure

Roads Maintenance scheduling was put to Council for reallocation for various maintenance projects, this program has actual YTD expenditure of $428k against a YTD budget of $561k, the program of works is expected to be progressed and rectified in the coming months with the full program being delivered by the end of the financial year.

Organisational Development - Operating Revenue and Expenditure

YTD actual employee costs are slightly under budget whilst finalising resourcing whilst further funding has been secured resulting in higher than anticipated revenue

Public Health & Safety - Operating Revenue

The variance is represented by higher than expected year to date licence and inspection fees

Industry & Destination Development - Operating Expenditure

Actual employee costs are under budget whilst finalising resourcing whilst budgeted advertising and promotion costs are yet to be expended

CBD Masterplan Works - Operating Expenditure

Actual YTD expenditure is $101k lower than budgeted YTD expenditure, there has been minimal YTD expenditure on marketing, markets and activation

Property & Facilities Management - Operating Revenue

The variance is represented by higher than anticipated Rigby House Rental Income due to new leases

Street Lighting - Operating Expenditure

The variance is represented by lower than anticipated costs YTD costs due to a lower negotiated contract price

Contracts and Subdivisions - Operating Revenue & Expenditure

The YTD variances in this program are represented by higher than anticipated subdivision fees and lower than anticipated employee costs

Water Operations - Operating Revenue

Lower than anticipated water user charges to end of January, YTD actual water usage charges are $6.7M against a YTD budget of $8.9M, water billing is expected to meet budget at the end of the financial year.

Telecommunications & New Technology Group- Operating Revenue & Expenditure

The actual revenue and expenditure is higher than budget expectation due to higher than anticipated service provision particularly in relation to CCTV System Sales and Fibre Optic Cable External Sales

Attachment

Capital Expenditure Report for the Period Ending 29 February 2016

Summary by Division

Division	YTD Budget	YTD Actual	YTD Variance	% Budget	Annual Budget	% Annual Budget
Financial Sustainability	$2,336,749	$1,452,785	$883,964	62%	$3,513,735	41%
Community Facilities	$670,420	$656,649	$13,771	98%	$1,539,889	43%
CBD Masterplan Works	$599,370	$75,311	$524,059	13%	$2,672,561	3%
Jetty Foreshores Project	$771,522	$725,915	$45,607	94%	$10,519,950	7%
Environmental Services	$1,333	$500	$833	38%	$2,000	25%
Ranger Services	$2,667	$0	$2,667	0%	$4,000	0%
Domestic Waste Management	$133,336	$4,250	$129,086	3%	$200,000	2%
Non Domestic Waste Management	$134,342	$1,220	$133,122	1%	$201,513	1%
Property & Facilities Management	$3,333	$10,725	($7,392)	322%	$21,550	50%
Swimming Pools	$141,633	$173,826	($32,193)	123%	$141,633	123%
Airport	$103,999	$105,669	($1,670)	102%	$6,856,000	2%
Stadium & Major Events	$120,897	$0	$120,897	0%	$971,668	0%
Rural Fire Services	$6,667	$4,918	$1,749	74%	$836,939	1%
Business Systems	$1,075,902	$1,055,264	$20,638	98%	$1,846,702	57%
Telecommunications & New Technology	$53,973	$20,931	$33,042	39%	$80,960	26%
Plant	$1,550,000	$1,563,146	($13,146)	101%	$4,681,939	33%
Lifeguard Services	$0	$3,266	($3,266)	0%	$86,277	4%
Library Services	$95,653	$89,505	$6,148	94%	$212,777	42%
Cultural Services	$0	$0	$0	0%	$237,964	0%
Community Services	$0	$0	$0	100%	$4,000	0%
Industry & Destination Development	$3,333	$1,828	$1,505	55%	$5,000	37%
Environmental Laboratory	$0	$3,459	($3,459)	0%	$150,000	2%
Operational Administration	$0	$8,969	($8,969)	0%	$112,532	8%
Open Space	$38,243	$35,264	$2,979	92%	$2,075,782	2%
Regional Roads	$302,128	$300,848	$1,280	100%	$1,142,884	26%
Local Roads	$3,678,402	$3,253,415	$424,987	88%	$6,292,220	52%
Bridges	$287,914	$261,241	$26,673	91%	$911,871	29%
Footpaths,Cycleways,Bus Shelters	$890,268	$1,043,306	($153,038)	117%	$2,988,201	35%
Parking	$51,000	$23,543	$27,457	46%	$240,056	10%
Drainage	$1,469,024	$294,395	$1,174,629	20%	$2,373,536	12%
CityWorks - Private Works	$132,255	$132,255	$0	0%	$132,255	100%
Survey & Design	$660,307	$527,895	$132,412	80%	$3,479,923	15%
Water - Capital	$5,242,978	$4,171,397	$1,071,581	80%	$9,575,358	44%
Sewer - Capital	$1,893,989	$2,135,883	($241,894)	113%	$10,955,707	19%
	$22,451,637	**$18,137,578**	**$4,314,059**		**$75,067,382**	

Variance Comments (variance > $200k)

Financial Sustainability - Based on an even distribution of budgets across the year the expenditure of the SRV money is behind the anticipated schedule. The Fitzroy oval public amenities project makes up $600,000 of this budget with work expected to commence shortly and straddles 2 financial years. The Jetty Memorial Theatre ($120k) and Nana Glen Pool Renewal ($125k) are anticipated to be completed by June 30. In the road pavement renewals the 2 major projects in the scoping phase are Bucca Rd near McRaes bridge ($196k) and Coramba Rd near Bakers Rd reseal ($225k)

CBD Masterplan Works - With much of the planning and design work either completed or close to completion, Council and the Committee are now placed to complete significant infrastructure works in 2015-16, including the Duke Street bypass, installation of traffic lights at Harbour Drive and Gordon Street intersection, the revitalisation of City Square, and commencement of shade sail relocation and construction of new shade sails

Local Roads - Flush sealing program is behind schedule based on an even distribtuion of funds being spent during the year. This program will be ramped up in the remaining months of the financial year to meet the targetted spend. Sealed Roads rehabilitation works have two major projects yet to be commenced, being First Avenue, Eleventh Ave to North Dillon (260k) and Lyons Rd, Royal Palms Drive ($490k). These jobs are both funded by Roads to Recovery grant and will be finished within one month of June 30.

Drainage - Councils contribution to Harbour Drive / Gordon St intersection redevelopment yet to be made. Also Upper Orara Rd culvert repacement ($200k) yet to commence

Water Capital - Mains renewal projects yet to be commenced include Solitary Islands Way to Turpentine Ave ($245k) and Whitton Place, Mullaway ($130k). Similarly the mains extension from Worland Drive to Hi-Tech Drive ($80k) remains outstanding.

Sewer Capital - Some phasing needs to be realigned in accordance with staging of several of these projects

Capital Expenditure Report for the Period Ending 29 FEBRUARY 2016

Attachment

Detail by Division

	YTD			%	Annual	% Annual
	Budget	Actual	Variance	Budget	Budget	Budget
Financial Sustainability						
015505 Road Pavement Renewals	1,014,249	855,708	158,541	84%	1,529,985	56%
015509 Other Transport Asset Renewal	0	13,691	-13,691	0%	0	0%
015510 Other Transport Asset New/Upgrade	265,784	221,011	44,773	83%	398,676	55%
015512 Parks & Rec Asset New/Upgrade	363,705	283,612	80,093	78%	545,557	52%
015515 Building Renewals	693,011	78,763	614,248	11%	1,039,517	8%
Total	**2,336,749**	**1,452,785**	**883,964**		**3,513,735**	**41%**
Community Facilities						
110508 Community Grants Funding Pool	100,300	100,300	0	100%	277,000	36%
110509 Public Amenities Upgrade	315,850	316,559	-709	100%	1,008,619	31%
110567 Woolgoolga Netball Courts Upgrade	254,270	239,790	14,480	94%	254,270	94%
Total	**670,420**	**656,649**	**13,771**		**1,539,889**	**43%**
CBD Masterplan Works						
115506 City Square Upgrade	70,000	17,040	52,960	24%	831,080	2%
115507 Duke St Extension	0	42,676	-42,676	0%	300,000	14%
115508 Signage	0	0	0	0%	75,000	0%
115513 Landscaping	10,000	0	10,000	0%	10,000	0%
115515 Park Ave Artist Lane	66,667	0	66,667	0%	100,000	0%
115516 Riding Lane Toilet Upgrade	12,703	650	12,053	5%	19,054	3%
115517 Carpark Upgrades	0	0	0	0%	25,000	0%
115518 Shade Sails	400,000	11,872	388,128	3%	750,000	2%
115521 Activation Capital	40,000	0	40,000	0%	50,000	0%
115529 M'Plan WksGordon/Hbr Dr Intersection	0	3,073	-3,073	0%	414,202	1%
115590 Contingency Capital	0	0	0	0%	98,225	0%
Total	**599,370**	**75,311**	**524,059**		**2,672,561**	**3%**
Jetty Foreshores Project						
125510 Stage 1 - Area E Jetty Walkway Renewal	0	1,871	-1,871	0%	201,547	1%
125511 Stage 1 - Area E Jetty Walkway New/Upgrade	771,522	724,044	47,478	94%	930,090	78%
125550 Contingency	0	0	0	0%	177,736	0%
125560 Jetty4Shores Events and Active Recreation Hub	0	0	0	0%	9,210,577	0%
Total	**771,522**	**725,915**	**45,607**		**10,519,950**	**7%**
Environmental Services						
230505 Upgrade Inspectors Equipment	1,333	500	833	38%	2,000	25%
Total	**1,333**	**500**	**833**		**2,000**	**25%**
Ranger Services						
250505 Equipment Purchases	2,667	0	2,667	0%	4,000	0%
Total	**2,667**	**0**	**2,667**		**4,000**	**0%**
Domestic Waste Management						
260516 Englands Rd Works	133,336	4,250	129,086	3%	200,000	2%
Total	**133,336**	**4,250**	**129,086**		**200,000**	**2%**
Non Domestic Waste Management						
270505 Keep Australia Beautiful - Beverage Cont Recycling	1,009	1,220	-211	121%	1,513	81%
270516 Englands Rd Works	133,333	0	133,333	0%	200,000	0%
Total	**134,342**	**1,220**	**133,122**		**201,513**	**1%**

Capital Expenditure Report for the Period Ending 29 FEBRUARY 2016

Attachment

Detail by Division

		YTD			%	Annual	% Annual
		Budget	Actual	Variance	Budget	Budget	Budget
Property & Facilities Management							
320505	Office Equipment	0	829	-829	0%	16,550	5%
320515	Old Easements & Road Matters	3,333	256	3,077	8%	5,000	5%
320546	Community Village Refurbishment	0	7,123	-7,123	0%	0	0%
320550	Admin Building Ground Floor Refurbishment	0	2,517	-2,517	0%	0	0%
Total		**3,333**	**10,725**	**-7,392**		**21,550**	**50%**
Swimming Pools							
330515	Upgrade Sawtell Pool	141,633	173,826	-32,193	123%	141,633	123%
Total		**141,633**	**173,826**	**-32,193**		**141,633**	**123%**
Airport							
350501	Minor Capital Works	9,333	7,095	2,238	76%	14,000	51%
350505	Planned Enhancements GA	81,333	74,130	7,203	91%	122,000	61%
350510	Planned Enhancements RPT	0	0	0	0%	150,000	0%
350523	Air Conditioning	0	4,739	-4,739	0%	50,000	9%
350573	RPT Apron Overlay and Resurfacing	0	14,155	-14,155	0%	6,500,000	0%
350580	Terminal Area Masterplan	13,333	5,550	7,783	42%	20,000	28%
Total		**103,999**	**105,669**	**-1,670**		**6,856,000**	**2%**
Stadium & Major Events							
375516	CCSLP Major Events & Transport Project	120,897	0	120,897	0%	971,668	0%
Total		**120,897**	**0**	**120,897**		**971,668**	**0%**
Rural Fire Services							
412510	Rural Fire Equipment Issues	0	0	0	0%	152,500	0%
412540	New Vehicles	0	0	0	0%	614,979	0%
412600/1	Bushfire Stations	6,667	4,918	1,749	74%	69,460	7%
Total		**6,667**	**4,918**	**1,749**		**836,939**	**1%**
Business Systems							
420504/5	Computer Hardware & Software	250,000	260,076	-10,076	104%	723,924	36%
420543	Mobile Tablets	0	0	0	0%	83,466	0%
420544	Asset Management System	799,083	775,395	23,688	97%	999,083	78%
420546	Dataworks Software Upgrade	26,819	17,507	9,312	65%	40,229	44%
420547	Proclaim Software Upgrade	0	2,286	-2,286	0%	0	0%
Total		**1,075,902**	**1,055,264**	**20,638**		**1,846,702**	**57%**
Telecommunications & New Technology							
421550	Technology Group Capital Purchases	0	6,397	-6,397	0%	0	0%
421575	Fibre Optic Cabling	53,973	14,534	39,439	27%	80,960	18%
Total		**53,973**	**20,931**	**33,042**		**80,960**	**26%**
Plant							
435520/1	Plant Replacement	1,550,000	1,618,804	-68,804	104%	4,681,939	35%
435525	Contribution Additional Plant Purchases	0	-55,658	55,658	0%	0	0%
Total		**1,550,000**	**1,563,146**	**-13,146**		**4,681,939**	**33%**
Lifeguard Services							
513505/6	Beach Patrol Equipment	0	3,266	-3,266	0%	86,277	4%
Total		**0**	**3,266**	**-3,266**		**86,277**	**4%**
Library Services							
514510/1	Computer Equipment	11,767	6,834	4,933	58%	17,650	39%
514512	Local Priority Project	56,607	49,253	7,354	87%	152,209	32%
514525	Furniture & Fittings	0	0	0	0%	2,000	0%
514530	RFID Implementation at Coffs Harbour	27,279	33,418	-6,139	123%	40,918	82%
Total		**95,653**	**89,505**	**6,148**		**212,777**	**42%**

Capital Expenditure Report for the Period Ending 29 FEBRUARY 2016

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Detail by Division

	YTD			%	Annual	% Annual
	Budget	Actual	Variance	Budget	Budget	Budget
Cultural Services						
515560 Jetty Theatre Improvements	0	0	0	0%	27,964	0%
515562 Concept Plan for expanded library & regional gallery	0	0	0	0%	120,000	0%
515563 Cultural Strategic Plan & Performing Arts Centre	0	0	0	0%	90,000	0%
Total	**0**	**0**	**0**		**237,964**	**0%**
Community Services						
516582 Museum Works - VIM Grant funded	0	0	0	0%	4,000	0%
Total	**0**	**0**	**0**		**4,000**	**0%**
Industry & Destination Development						
517511 Banner Replacement Program	3,333	1,828	1,505	55%	5,000	37%
Total	**3,333**	**1,828**	**1,505**		**5,000**	**37%**
Environmental Laboratory						
519510 Laboratory Equipment	0	3,459	-3,459	0%	150,000	2%
Total	**0**	**3,459**	**-3,459**		**150,000**	**2%**
Operational Administration						
521510/1 Works Depot Upgrade	0	8,969	-8,969	0%	112,532	8%
Total	**0**	**8,969**	**-8,969**		**112,532**	**8%**
Open Space						
522510 Reserve Restoration adj Newports Creek (Cash Bo	0	0	0	0%	1,730	0%
522512 Loaders Lane Reserve No. 145 Revegetation Works	0	0	0	0%	4,217	0%
522545 State Park Assets (Renewal)	0	227	-227	0%	0	0%
522550 General Parks Assets (Renewal)	0	2,520	-2,520	0%	0	0%
522614 S94 Beach Protection Works	0	0	0	0%	50,000	0%
522620 S94 Open Space UNALLOCATED	0	0	0	0%	918,817	0%
522629 S94 West Wlga S'Ground Compensatory Planting	27,127	21,888	5,239	81%	40,690	54%
52262A S94 Forsyth Park - Maclean St Digital Light Switches	0	0	0	0%	12,000	0%
52262B S94 York St Oval Lighting	0	0	0	0%	360,000	0%
52262C S94 Fitzroy Oval Digital Light Switches	0	0	0	0%	12,000	0%
52262D S94 Drainage - Joass Park High St Wlga	0	0	0	0%	372,000	0%
52262E S94 Drainage - Fitzroy Oval	0	0	0	0%	198,000	0%
522630 S94 West Wlga S'Ground Earthwks/Drainage/Acce	0	0	0	0%	69,654	0%
52263A S94 Sandy Beach BMX Track	0	0	0	0%	20,000	0%
522661 EL Darkum Headland Access Rehabilitation	11,116	10,629	487	96%	16,674	64%
Total	**38,243**	**35,264**	**2,979**		**2,075,782**	**2%**
Regional Roads						
531522 Blackspots Programme	0	40,221	-40,221	0%	518,000	8%
531530 Regional Roads Repair Program	165,582	173,225	-7,643	105%	424,823	41%
531535 Local Govt Road Rev & Wks Prog	9,517	14,106	-4,589	148%	9,517	148%
531540 3 X 3 Program	127,029	73,296	53,733	58%	190,544	38%
Total	**302,128**	**300,848**	**1,280**		**1,142,884**	**26%**
Local Roads						
535515 Sealed Roads Reseals - Flush Seals	1,189,221	875,861	313,360	74%	1,783,831	49%
535517 Sealed Roads Reseals - Asphalt	0	1,482	-1,482	0%	102,865	1%
535520 Sealed Roads Rehabilitation	2,090,437	1,837,200	253,237	88%	2,763,656	66%
535525 Unsealed Roads Gravel Resheeting	81,000	72,820	8,180	90%	121,500	60%
535561 S94 Moonee Road Works New	0	0	0	0%	170,000	0%
535562 S94 West Coffs Local Collector Roads	0	0	0	0%	250,000	0%
535564 S94 West Korora Traffic Facilities	0	0	0	0%	100,000	0%
535566 S94 Corindi Roads	0	0	0	0%	53,952	0%
535568 S94 Park Beach Traffic Facilities	0	0	0	0%	57,000	0%
535569 S94 Hearnes Lake Transport & Traffic	0	0	0	0%	320,000	0%

Capital Expenditure Report for the Period Ending 29 FEBRUARY 2016

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Detail by Division

	YTD			%	Annual	% Annual
	Budget	Actual	Variance	Budget	Budget	Budget
535571 S94 South Coffs Road	129,621	131,292	-1,671	101%	131,292	100%
535581 Pine Creek Way Capital Works (Renewal)	0	101,977	-101,977	0%	0	0%
535582 Pine Creek Way Capital Works (New/Upgrade)	0	8,578	-8,578	0%	0	0%
535583 Local Roads Restoration - LFHJV funded	94,715	117,382	-22,667	124%	344,716	34%
535584 S94 Graham Dr Rehab Works	93,408	106,823	-13,415	114%	93,408	114%
Total	**3,678,402**	**3,253,415**	**424,987**		**6,292,220**	**52%**
Bridges						
536504 Major Repairs	281,247	261,241	20,006	93%	901,871	29%
536540 Cathodic Protection	6,667	0	6,667	0%	10,000	0%
Total	**287,914**	**261,241**	**26,673**		**911,871**	**29%**
Footpaths,Cycleways,Bus Shelters						
538504 EL NSW Coastline Cycleway	113,628	113,796	-168	100%	113,628	100%
538516 Cycleways Construction	76,689	134,800	-58,111	176%	776,689	17%
538520 Cycleways - S2W Handover Works	117,000	179,606	-62,606	154%	1,217,836	15%
538523 RMS PAMPS	9,913	12,688	-2,775	128%	74,764	17%
538530 S94 Moonee Cycleways	0	0	0	0%	200,000	0%
538540 Bus Shelter Construction	64,492	32,264	32,228	50%	96,738	33%
538545 Bus Shelter Major Repairs	0	1,376	-1,376	0%	0	0%
538546 Coffs Transport Interchange - Construction Works	508,546	568,776	-60,230	112%	508,546	112%
Total	**890,268**	**1,043,306**	**-153,038**		**2,988,201**	**35%**
Parking						
539510 Resealing of Carparks	11,000	97	10,903	1%	16,500	1%
539516 Castle St Carpark Lift & Shade Structures Project	40,000	23,446	16,554	59%	223,556	10%
Total	**51,000**	**23,543**	**27,457**		**240,056**	**10%**
Drainage						
545520 Flood Mitigation Works (Renewal)	983,101	171,226	811,875	17%	1,644,652	10%
545521 Flood Mitigation Works (New/Upgrade)	485,923	123,169	362,754	25%	728,884	17%
Total	**1,469,024**	**294,395**	**1,174,629**		**2,373,536**	**12%**
CityWorks - Private Works						
550503 Upgrade to Howard Street Storage Yard	132,255	132,255	0	100%	132,255	100%
Total	**132,255**	**132,255**	**0**		**132,255**	**100%**
Survey & Design						
560515 Solitary Islands Walk - Woolgoolga Whale Trail	0	248	-248	0%	25,000	1%
560520 Software Acquisition	2,667	1,175	1,492	44%	4,000	29%
560530 Stormwater & Flood mitigation Wks	74,073	58,806	15,267	79%	217,721	27%
560536 Coastal Hazard & Estuary Projects	121,597	36,701	84,896	30%	309,762	12%
560538 Better Boating Program	364,271	315,761	48,510	87%	561,406	56%
560540 Roads & Traffic Signs - New	13,600	9,562	4,038	70%	20,400	47%
560542 S94 Flood Mitigation & Drainage Resv West Coffs	0	0	0	0%	250,000	0%
560544 Traffic Facilities New/Upgrade - Council Roads	0	149	-149	0%	0	0%
560545 Traffic Facilities Renewal - Council Roads	8,083	160	7,923	2%	12,125	1%
560550 Traffic Safety Improvements	7,333	653	6,680	9%	11,000	6%
560559 RMS Facilities Around Schools Program	0	2,683	-2,683	0%	5,825	46%
560560 Traffic Infrastructure Improvements	11,033	12,689	-1,656	115%	16,550	77%
560568 RMS Speed Management Engineering	0	16,038	-16,038	0%	45,151	36%
560580 Park Beach Masterplan Works	36,317	0	36,317	0%	54,475	0%
560581 Harbour Dr / Gordon St Redevelopment	0	35,077	-35,077	0%	1,693,350	2%
560582 Jetty F'Shores Fish Cleaning Table (DPI grant)	20,000	37,888	-17,888	189%	20,000	189%
560586 S94 Corindi Tennis Courts	0	305	-305	0%	229,000	0%
560589 S94 West Coffs Reserve Improvement Works	0	0	0	0%	2,158	0%
562505 Street Lights	1,333	0	1,333	0%	2,000	0%
Total	**660,307**	**527,895**	**132,412**		**3,479,923**	**15%**

Capital Expenditure Report for the Period Ending 29 FEBRUARY 2016

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Detail by Division

		YTD			%	Annual	% Annual
		Budget	Actual	Variance	Budget	Budget	Budget
Water - Capital							
710505	Equipment Acquisition	5467	222	5,245	4%	8200	3%
740510/1	Wlga High Areas - Water Distribution Improvement	143,722	158,558	-14,836	110%	215,583	74%
740526	Reticulation Mains from Strategy - S64	0	631	-631	0%	700,000	0%
740530	Mains Renewal	303,333	157,155	146,178	52%	585,000	27%
740534	Mains Extension	70,333	18,480	51,853	26%	98,000	19%
740538	Reservoir Renewals	0	11,550	-11,550	0%	400,000	3%
740545	Service Connections	208,000	187,586	20,414	90%	312,000	60%
740550	Plant/Vehicles	28,000	0	28,000	0%	28,000	0%
740552	Plant Purchases	0	32,996	-32,996	0%	0	0%
740553	Network Analysis	27,933	0	27,933	0%	41,900	0%
740555	Minor Plant	0	2,740	-2,740	0%	48,000	6%
740556	Minor Plant New/Upgrade	0	860	-860	0%	0	0%
740557/8	Headworks	0	1,790	-1,790	0%	33,000	5%
740559	Automatic Water Fill Stations	0	993	-993	0%	40,000	2%
740560/1	Telemetry Equipment & Meters	253,333	297,469	-44,136	117%	340,000	87%
740590	Minor Works	0	0	0	0%	21,200	0%
740595	Easements	3,533	2,469	1,064	70%	5,300	47%
740596	Coramba Water Main	60,000	349	59,651	1%	60,000	1%
740599	Developer Cont'n In Kind Expenses (Water)	0	0	0	0%	520,000	0%
740693	Karangi Dam to Red Hill Bal Tank Duplication	2,446,185	2,023,422	422,763	83%	3,669,278	55%
740696	Establishment Yard Adjacent to Coffs WRP	179,622	195,317	-15,695	109%	179,622	109%
740698	Moonee to Emerald Trunk Main MNTL	1,513,517	1,078,810	434,707	71%	2,270,275	48%
Total		**5,242,978**	**4,171,397**	**1,071,581**		**9,575,358**	**44%**
Sewer - Capital							
810505	Equipment Acquisition	6667	101	6,566	2%	10,000	1%
840516/7	Sewer Rehabilitation	400,000	330,542	69,458	83%	600,000	55%
840522	Telemetry	0	0	0	0%	41,800	0%
840524	Morgans Road Farm Subdivision Works	0	811	-811	0%	74,510	1%
840525	Pumps, Mech Equip & Rising Mains New/Upgrade	535,854	514,703	21,151	96%	1,700,000	30%
840532	Reclaimed Water Pipeline Stage 2	0	4,552	-4,552	0%	0	0%
840535/6	Minor Treatment Works	74,667	12,115	62,552	16%	112,000	11%
84053C	Reclaimed Water Pipeline Stage 2 (New/Upgrade)	0	2,117	-2,117	0%	1,548,245	0%
840537	Minor Sewer Works (Renewal)	0	511	-511	0%	52,000	1%
84054A	Sawtell Pump Station & Pipework (Renewal)	26,667	61,851	-35,184	232%	1,000,000	6%
840543	Building Generators (New/Upgrade)	0	0	0	0%	89,301	0%
840545	Plant & Equipment (Renewal)	0	8,053	-8,053	0%	60,000	13%
840546	Vehicle (Renewal)	0	0	0	0%	26,000	0%
840547	Coffs WRP Sludge Bins (Renewal)	0	0	0	0%	180,000	0%
840548	Plant & Equipment (New/Upgrade)	0	1,091	-1,091	0%	0	0%
840557	Plant Purchases (New/Upgrade)	0	224,464	-224,464	0%	0	0%
840559	Establishment Yard Adjacent to Coffs WRP	120,801	197,719	-76,918	164%	120,801	164%
840599	Developer Cont'n In Kind Expense (Sewer)	0	0	0	0%	2,163,000	0%
840602	Network Analysis (Renewal)	0	0	0	0%	40,000	0%
840603	Corindi 150mm Rising Main (Sec 64)	0	5,976	-5,976	0%	241,287	2%
840608	S64 Works General	0	0	0	0%	900,000	0%
840613	S64 Rising Main - Nth Bonville to SPS	396,000	353,583	42,417	89%	1,496,763	24%
840614	S64 - PS30 & Rising Main Oceanic Dr, Sandy Beac	333,333	417,694	-84,361	125%	500,000	84%
Total		**1,893,989**	**2,135,883**	**-241,894**		**10,955,707**	**19%**



6. Investment Portfolio Valuation As At 29 February 2016

	Fixed Interest Security	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	**Market Value**	% Total Value	Running Yield	Weighted Running Yield
11am Cash												
	ANZ 11am Cash	S&P A1+		140,211.22	1.00000000	140,211.22	100.000	0.000	**140,211.22**	0.08%	1.00%	
	NAB 11am Cash	S&P A1+		117,382.01	1.00000000	117,382.01	100.000	0.000	**117,382.01**	0.07%	1.00%	
	NAB 11am Cash	S&P A1+		4,115,211.42	1.00000000	4,115,211.42	100.000	0.000	**4,115,211.42**	2.35%	2.33%	
	NAB 11am Cash	S&P A1+		19,865,972.68	1.00000000	19,865,972.68	100.000	0.000	**19,865,972.68**	11.33%	2.40%	
				24,238,777.33		24,238,777.33			**24,238,777.33**	13.83%		2.37%
ASX Listed Fixed Rate Security	HBSHB 7.25 20 Jun 2017 ASX Fixed	AR AR BBB+	AU0000HBSHB9	3,000,000.00	1.00000000	3,000,000.00	103.460	1.390	**3,145,500.00**	1.79%	6.88%	
				3,000,000.00		3,000,000.00			**3,145,500.00**	1.79%		6.88%
Covered Floating Bond	SunMet 0.7 05 Nov 2019 COVEREDFLO	S&P A+	AU3FN0025136	2,000,000.00	1.00000000	2,000,000.00	99.106	0.196	**1,986,040.00**	1.13%	2.98%	
				2,000,000.00		2,000,000.00			**1,986,040.00**	1.13%		2.98%
Flexi Deposit												
	NAB 3.65 23 Jan 2020 1826DAY FlexiDep	S&P AA-		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	3.65%	
				2,000,000.00		2,000,000.00			**2,000,000.00**	1.14%		3.65%
Floating Rate Note												
	BOQ 1 05 Feb 2018 FRN	S&P A-	AU3FN0030102	1,000,000.00	1.00000000	1,000,000.00	99.914	0.216	**1,001,300.00**	0.57%	3.29%	
	BOQ 1.07 06 Nov 2019 FRN	S&P AA-	AU3FN0025235	4,000,000.00	1.00000000	4,000,000.00	99.179	0.193	**3,974,880.00**	2.27%	3.35%	
	BENAU 1.27 14 Nov 2018 FRN	S&P A-	AU3FN0021226	1,000,000.00	1.00000000	1,000,000.00	100.600	0.136	**1,007,360.00**	0.57%	3.52%	
	BENAU 0.93 17 Sep 2019 FRN	S&P A-	AU3FN0024824	3,000,000.00	1.00000000	3,000,000.00	98.979	0.665	**2,989,320.00**	1.71%	3.28%	
	BENAU 1.1 18 Aug 2020 FRN	S&P A-	AU3FN0028361	2,000,000.00	1.00000000	2,000,000.00	98.975	0.102	**1,981,540.00**	1.13%	3.39%	
	CBA 1.15 18 Jan 2021 FRN	S&P AA-	AU3FN0029906	2,000,000.00	1.00000000	2,000,000.00	99.700	0.396	**2,001,920.00**	1.14%	3.44%	
	CredSuis 1.03 16 Jul 2019 FRN	S&P A	AU3FN0023990	5,500,000.00	1.00000000	5,500,000.00	98.900	0.382	**5,460,510.00**	3.12%	3.32%	
	CUA 1.3 20 Mar 2017 FRN	S&P BBB+	AU3FN0022372	1,500,000.00	1.00000000	1,500,000.00	100.077	0.701	**1,511,670.00**	0.86%	3.66%	
	CUA 1.2 22 Dec 2017 FRN	S&P BBB+	AU3FN0024865	1,000,000.00	1.00000000	1,000,000.00	99.928	0.672	**1,006,000.00**	0.57%	3.56%	
	HBS 1.15 07 May 2018 FRN	Fitch BBB+	AU3FN0027330	2,000,000.00	1.00000000	2,000,000.00	99.647	0.197	**1,996,880.00**	1.14%	3.43%	
	LEH 15 Jun 2040 FRN	Unrated UR	XS0305158031	800,000.00	1.00000000	800,000.00	0.000	0.000	**0.00**	0.00%	0.00%	
	MACQ 2.9 09 Mar 2017 FRN	S&P A	AU3FN0015004	5,000,000.00	1.00000000	5,000,000.00	102.272	1.168	**5,172,000.00**	2.95%	5.20%	
	MACQ 1.1 03 Mar 2020 FRN	S&P A	AU3FN0026605	1,000,000.00	1.00000000	1,000,000.00	99.071	0.820	**998,910.00**	0.57%	3.39%	
	ME Bank 1 17 Nov 2017 FRN	S&P BBB+	AU3FN0025532	3,000,000.00	1.00000000	3,000,000.00	99.721	0.108	**2,994,870.00**	1.71%	3.29%	
	NPBS 1.1 27 Feb 2018 FRN	S&P BBB+	AU3FN0026498	900,000.00	1.00000000	900,000.00	99.407	0.000	**894,663.00**	0.51%	3.39%	
	PCU 1.1 21 Aug 2017 FRN	S&P BBB+	AU3FN0024329	1,000,000.00	1.00000000	1,000,000.00	99.554	0.065	**996,190.00**	0.57%	3.38%	
	SunMet 0.94 20 Aug 2019 FRN	S&P A+	AU3FN0024345	3,000,000.00	1.00000000	3,000,000.00	99.640	0.062	**2,991,060.00**	1.71%	3.22%	
	SunMet 1.25 20 Oct 2020 FRN	S&P A+	AU3FN0029195	1,000,000.00	1.00000000	1,000,000.00	99.585	0.387	**999,720.00**	0.57%	3.53%	

6. Investment Portfolio Valuation As At 29 February 2016

	Fixed Interest Security	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	**Market Value**	% Total Value	Running Yield	Weighted Running Yield
	UBS Aust 0.95 27 Aug 2019 FRN	S&P A-	AU3FN0024402	2,000,000.00	1.00000000	2,000,000.00	99.049	0.000	**1,980,980.00**	1.13%	3.24%	
	Westpac 0.9 28 Jul 2020 FRN	S&P AA-	AU000WBCHBI0	2,000,000.00	1.00000000	2,000,000.00	99.027	0.279	**1,986,120.00**	1.13%	3.18%	
				42,700,000.00		42,700,000.00			**41,945,893.00**	23.93%		3.57%
Floating Rate TCD												
	ANZ 0.85 11 Nov 2019 FloatTCD	S&P AA-	AU3FN0025433	2,250,000.00	1.00000000	2,250,000.00	99.310	0.154	**2,237,940.00**	1.28%	3.13%	
	GBS 1.5 15 Apr 2016 FloatTCD	S&P BBB	AU3FN0018636	2,000,000.00	1.00000000	2,000,000.00	100.124	0.469	**2,011,860.00**	1.15%	3.81%	
				4,250,000.00		4,250,000.00			**4,249,800.00**	2.42%		3.45%
Term Deposit												
	AMP 7.35 24 May 2016 1827DAY TD	S&P A+		5,000,000.00	1.00000000	5,000,000.00	100.000	0.000	**5,000,000.00**	2.85%	7.35%	
	ARA 3.1 05 Apr 2016 270DAY TD	S&P B		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	3.10%	
	ARA 3.05 10 Jul 2017 731DAY TD	S&P B		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	3.05%	
	ARA 4.7 07 May 2018 1826DAY TD	S&P BB+		1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	**1,500,000.00**	0.86%	4.70%	
	Auswide 7.1 29 Jul 2016 1828DAY TD	S&P BBB		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	7.10%	
	Auswide 7.1 08 Aug 2016 1827DAY TD	S&P BBB		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	7.10%	
	Auswide 3.75 12 Dec 2016 733DAY TD	S&P BBB		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	3.75%	
	BCCU 4.25 02 Jun 2017 1095DAY TD	Unrated UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	4.25%	
	BOQ 2.9 02 May 2016 182DAY TD	S&P A2		1,200,000.00	1.00000000	1,200,000.00	100.000	0.000	**1,200,000.00**	0.68%	2.90%	
	BOQ 7.47 29 Jun 2016 1827DAY TD	S&P A-		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	7.47%	
	BOQ 3.1 27 Jul 2016 182DAY TD	S&P A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	3.10%	
	BOQ 6.69 08 Aug 2016 1827DAY TD	S&P A-		2,500,000.00	1.00000000	2,500,000.00	100.000	0.000	**2,500,000.00**	1.43%	6.69%	
	BOQ 3.1 20 Aug 2016 180DAY TD	S&P A2		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	3.10%	
	BOQ 3.1 20 Aug 2016 180DAY TD	S&P A2		507,435.62	1.00000000	507,435.62	100.000	0.000	**507,435.62**	0.29%	3.10%	
	BOQ 4.65 17 May 2017 1461DAY TD	S&P A-		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	4.65%	
	BOQ 5.44 06 Jun 2017 1827DAY TD	S&P A-		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	5.44%	
	BOQ 5.65 04 Sep 2017 1827DAY TD	S&P A-		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	5.65%	
	BOQ 5.15 05 Feb 2018 1827DAY TD	S&P A-		3,000,000.00	1.00000000	3,000,000.00	100.000	0.000	**3,000,000.00**	1.71%	5.15%	
	BOQ 4.7 20 Feb 2018 1460DAY TD	S&P A-		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	4.70%	
	BOQ 5.1 05 Mar 2018 1826DAY TD	S&P A-		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	5.10%	
	SYD 3.15 19 Sep 2016 210DAY TD	Unrated UR		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	3.15%	
	SYD 3.15 19 Sep 2016 272DAY TD	Unrated UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	3.15%	
	BENAU 2.95 12 Aug 2016 365DAY TD	S&P A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	2.95%	
	BBA 3.4 02 Mar 2016 366DAY TD	S&P A2		750,000.00	1.00000000	750,000.00	100.000	0.000	**750,000.00**	0.43%	3.40%	
	BBA 3.45 02 Mar 2017 731DAY TD	S&P A2		750,000.00	1.00000000	750,000.00	100.000	0.000	**750,000.00**	0.43%	3.45%	
	BBA 3.7 02 Mar 2018 1096DAY TD	S&P A2		990,000.00	1.00000000	990,000.00	100.000	0.000	**990,000.00**	0.56%	3.70%	



6. Investment Portfolio Valuation As At 29 February 2016

Fixed Interest Security	Security Rating ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	**Market Value**	% Total Value	Running Yield	Weighted Running Yield
CBA 4.5 16 May 2016 1098DAY TD	S&P AA-	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	4.50%	
CBA 4.5 17 May 2016 1098DAY TD	S&P AA-	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	4.50%	
CBA 4.55 23 May 2016 1098DAY TD	S&P AA-	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	4.55%	
CBA 4.55 30 May 2016 1105DAY TD	S&P AA-	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	4.55%	
CBA 4.55 06 Jun 2016 1112DAY TD	S&P A1+	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	4.55%	
DFB 3.05 01 Mar 2016 91DAY TD	S&P A2	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	3.05%	
DFB 3.05 01 Dec 2016 366DAY TD	S&P A2	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	3.05%	
ING 6.01 17 Aug 2017 1826DAY TD	S&P A-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	6.01%	
ING 5.6 06 Sep 2017 1826DAY TD	S&P A-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	5.60%	
ING 4.55 02 Mar 2018 1460DAY TD	S&P A-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	4.55%	
ING 4.66 07 May 2018 1826DAY TD	S&P A-	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	**1,500,000.00**	0.86%	4.66%	
ME Bank 3.05 05 Jul 2016 216DAY TD	S&P A2	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	3.05%	
ME Bank 4.15 02 Jun 2017 1096DAY TD	S&P BBB+	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	**1,500,000.00**	0.86%	4.15%	
ME Bank 5.05 18 Feb 2019 1826DAY TD	S&P BBB+	3,000,000.00	1.00000000	3,000,000.00	100.000	0.000	**3,000,000.00**	1.71%	5.05%	
ME Bank 4.81 07 May 2019 1826DAY TD	S&P BBB+	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	4.81%	
ME Bank 4.65 03 Jun 2019 1826DAY TD	S&P BBB+	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	4.65%	
ME Bank 4.65 11 Jun 2019 1827DAY TD	S&P BBB+	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	**1,500,000.00**	0.86%	4.65%	
ME Bank 4.27 02 Sep 2019 1826DAY TD	S&P BBB+	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	4.27%	
NAB 4.08 04 Mar 2016 731DAY TD	S&P AA-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	4.08%	
NAB 3.98 13 May 2016 731DAY TD	S&P AA-	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	**1,500,000.00**	0.86%	3.98%	
NAB 2.9 17 Feb 2017 550DAY TD	S&P A1+	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	2.90%	
NAB 3.17 20 Feb 2017 733DAY TD	S&P AA-	4,000,000.00	1.00000000	4,000,000.00	100.000	0.000	**4,000,000.00**	2.28%	3.17%	
NAB 4 12 Dec 2019 1826DAY TD	S&P A1+	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	4.00%	
PCUSA 4.51 17 May 2016 1096DAY TD	Unrated UR	500,000.00	1.00000000	500,000.00	100.000	0.000	**500,000.00**	0.29%	4.51%	
PCUSA 4.1 30 Oct 2018 1460DAY TD	Unrated UR	500,000.00	1.00000000	500,000.00	100.000	0.000	**500,000.00**	0.29%	4.10%	
PCUSA 5.05 01 Mar 2019 1824DAY TD	Unrated UR	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	5.05%	
Qld Police 4.15 16 May 2016 732DAY TD	S&P BBB	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	**2,000,000.00**	1.14%	4.15%	
Qld Police 3.05 21 Feb 2017 550DAY TD	S&P BBB	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	3.05%	
RABO 7.15 24 Mar 2016 1826DAY TD	S&P A+	5,000,000.00	1.00000000	5,000,000.00	100.000	0.000	**5,000,000.00**	2.85%	7.15%	
RABO 4.1 18 Aug 2018 1461DAY TD	Moodys Aa2	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	**1,500,000.00**	0.86%	4.10%	
RABO 4.05 14 Jan 2020 1826DAY TD	Moodys Aa2	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	4.05%	
SuncorpGp 3.1 20 Jun 2016 181DAY TD	S&P A1	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	3.10%	
SunMet 2.95 11 Mar 2016 182DAY TD	S&P A1	5,000,000.00	1.00000000	5,000,000.00	100.000	0.000	**5,000,000.00**	2.85%	2.95%	
WAWCU 4.7 27 May 2016 730DAY TD	Unrated UR	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	**1,000,000.00**	0.57%	4.15%	



6. Investment Portfolio Valuation As At 29 February 2016

Fixed Interest Security	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	**Market Value**	% Total Value	Running Yield	Weighted Running Yield
			97,697,435.62		97,697,435.62			**97,697,435.62**	55.74%		4.59%
Total			175,886,212.95		175,886,212.95			**175,263,445.95**	100.00%		4.02%



7. Coupon Interest Income For 1 February 2016 to 29 February 2016

Security	Expense Code	Settlement Date	Consideration Notional	Income Type	Trading Book
NAB 2.87 01 Feb 2016 152DAY TD	IEI25948	1 Feb 2016	**11,951.78**	Security Coupon Interest	Coffs Harbour
BOQ 5.15 05 Feb 2018 1827DAY TD	IEI28419	5 Feb 2016	**154,500.00**	Security Coupon Interest	Coffs Harbour
SunMet 0.7 05 Nov 2019 COVEREDFLO	IEI28415	5 Feb 2016	**14,593.97**	Security Coupon Interest	Coffs Harbour
Auswide 7.1 08 Aug 2016 1827DAY TD	IEI28460	8 Feb 2016	**35,791.78**	Security Coupon Interest	Coffs Harbour
BOQ 1.07 06 Nov 2019 FRN	IEI28445	8 Feb 2016	**33,582.47**	Security Coupon Interest	Coffs Harbour
HBS 1.15 07 May 2018 FRN	IEI28462	8 Feb 2016	**16,679.18**	Security Coupon Interest	Coffs Harbour
ANZ 0.85 11 Nov 2019 FloatTCD	IEI28528	11 Feb 2016	**17,353.97**	Security Coupon Interest	Coffs Harbour
Warwick CU 3 12 Feb 2016 183DAY TD	IEI25071	12 Feb 2016	**7,520.55**	Security Coupon Interest	Coffs Harbour
BENAU 1.27 14 Nov 2018 FRN	IEI28570	15 Feb 2016	**8,701.10**	Security Coupon Interest	Coffs Harbour
ME Bank 1 17 Nov 2017 FRN	IEI28624	17 Feb 2016	**24,424.11**	Security Coupon Interest	Coffs Harbour
NAB 2.95 17 Feb 2016 184DAY TD	IEI26015	17 Feb 2016	**7,435.62**	Security Coupon Interest	CCSPT
BENAU 1.1 18 Aug 2020 FRN	IEI28636	18 Feb 2016	**16,812.05**	Security Coupon Interest	Coffs Harbour
ME Bank 5.05 18 Feb 2019 1826DAY TD	IEI28634	18 Feb 2016	**151,500.00**	Security Coupon Interest	Coffs Harbour
BOQ 4.7 20 Feb 2018 1460DAY TD	IEI28695	22 Feb 2016	**47,257.53**	Security Coupon Interest	Coffs Harbour
NAB 3.17 20 Feb 2017 733DAY TD	IEI28694	22 Feb 2016	**32,655.34**	Security Coupon Interest	Coffs Harbour
PCU 1.1 21 Aug 2017 FRN	IEI28690	22 Feb 2016	**8,352.05**	Security Coupon Interest	Coffs Harbour
SunMet 0.94 20 Aug 2019 FRN	IEI28685	22 Feb 2016	**24,607.40**	Security Coupon Interest	Coffs Harbour
BOQ 1.5 26 Feb 2016 1095DAY FRD	IEI28793	26 Feb 2016	**14,086.43**	Security Coupon Interest	Coffs Harbour
NAB 3.17 26 Feb 2016 365DAY TD	IEI22228	26 Feb 2016	**31,700.00**	Security Coupon Interest	Coffs Harbour
NAB 11am Cash	IEI29007	29 Feb 2016	**6,247.06**	Bank Interest	Coffs Harbour
NAB 11am Cash	IEI29005	29 Feb 2016	**7,255.83**	Bank Interest	Coffs Harbour
NAB 11am Cash	IEI29008	29 Feb 2016	**174.19**	Bank Interest	CHRPT
NPBS 1.1 27 Feb 2018 FRN	IEI28845	29 Feb 2016	**7,803.36**	Security Coupon Interest	Coffs Harbour
UBS Aust 0.95 27 Aug 2019 FRN	IEI28842	29 Feb 2016	**16,568.21**	Security Coupon Interest	Coffs Harbour
			697,553.98		

8. Investment Portfolio Valuation By Categories As At 29 February 2016

Short Term

Security Rating Group	Market Value	% Total Value
A1+	**27,238,777.33**	15.54%
A1	**6,000,000.00**	3.42%
A2	**12,197,435.62**	6.96%
N/R	**7,000,000.00**	3.99%
Portfolio Total	**52,436,212.95**	29.92%

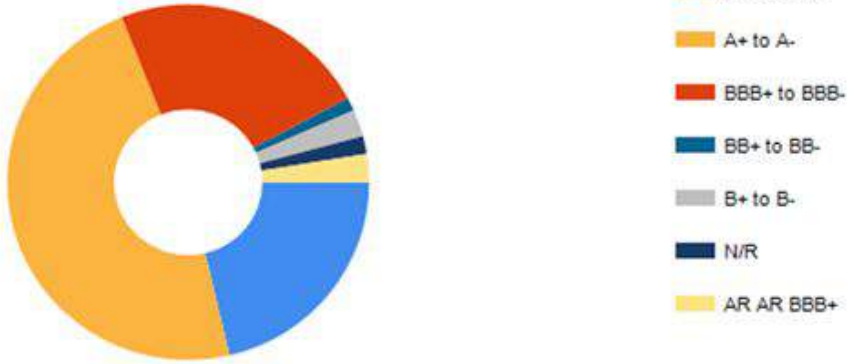
Market Value by Security Rating Group (Short Term)



Long Term

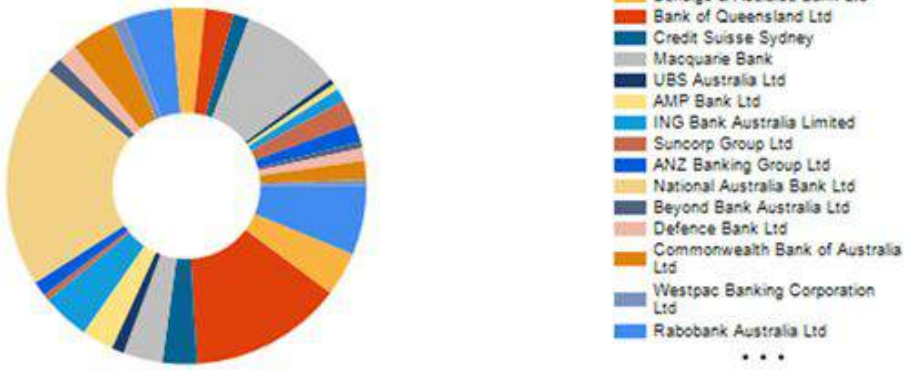
Security Rating Group	Market Value	% Total Value
AA+ to AA-	**26,200,860.00**	14.95%
A+ to A-	**58,568,740.00**	33.42%
BBB+ to BBB-	**28,415,253.00**	16.21%
BB+ to BB-	**1,500,000.00**	0.86%
B+ to B-	**3,000,000.00**	1.71%
N/R	**1,996,880.00**	1.14%
AR AR BBB+	**3,145,500.00**	1.79%
Portfolio Total	**122,827,233.00**	70.08%

Market Value by Security Rating Group (Long Term)

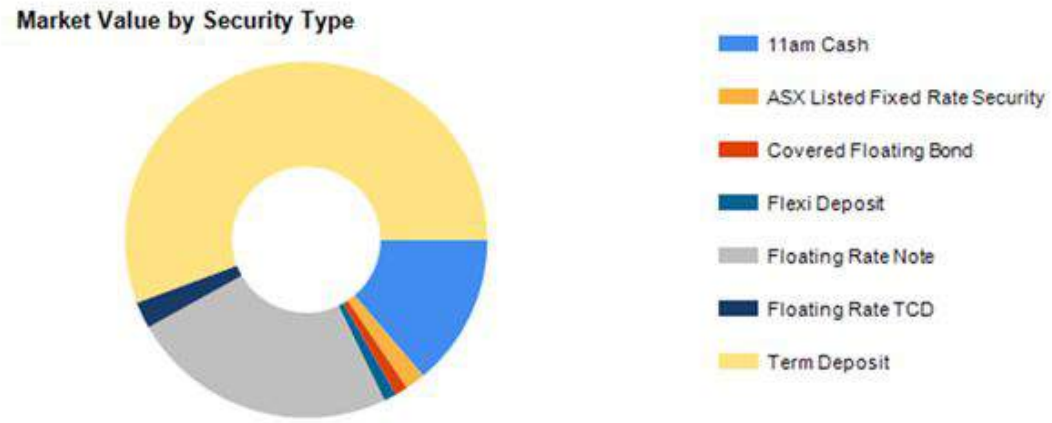


Issuer	Market Value	% Total Value
AMP Bank Ltd	**5,000,000.00**	2.85%
ANZ Banking Group Ltd	**2,378,151.22**	1.36%
Arab Bank Australia Ltd	**4,500,000.00**	2.57%
Auswide Bank Ltd	**4,000,000.00**	2.28%
Bananacoast Community Credit Union Ltd	**1,000,000.00**	0.57%
Bank of Queensland Ltd	**24,183,615.62**	13.80%
Bank of Sydney Ltd	**3,000,000.00**	1.71%
Bendigo & Adelaide Bank Ltd	**6,978,220.00**	3.98%
Beyond Bank Australia Ltd	**2,490,000.00**	1.42%
Commonwealth Bank of Australia Ltd	**7,001,920.00**	4.00%
Credit Suisse Sydney	**5,460,510.00**	3.12%
Credit Union Australia Ltd	**2,517,670.00**	1.44%
Defence Bank Ltd	**3,000,000.00**	1.71%
Greater Building Society Ltd	**2,011,860.00**	1.15%
Heritage Bank Ltd	**5,142,380.00**	2.93%
ING Bank Australia Limited	**7,500,000.00**	4.28%
Lehman Brothers Treasury Co. B.V.	**0.00**	0.00%
Macquarie Bank	**6,170,910.00**	3.52%
Members Equity Bank Ltd	**15,994,870.00**	9.13%
National Australia Bank Ltd	**35,598,566.11**	20.31%
Newcastle Permanent Building Society Ltd	**894,663.00**	0.51%
Police Bank Ltd	**996,190.00**	0.57%
Police Credit Union SA	**2,000,000.00**	1.14%
QPCU Limited	**3,000,000.00**	1.71%
Rabobank Australia Ltd	**7,500,000.00**	4.28%
Suncorp Group Ltd	**1,000,000.00**	0.57%
Suncorp-Metway Ltd	**10,976,820.00**	6.26%
UBS Australia Ltd	**1,980,980.00**	1.13%
WAW Credit Union	**1,000,000.00**	0.57%
Westpac Banking Corporation Ltd	**1,986,120.00**	1.13%
Portfolio Total	**175,263,445.95**	100.00%

Market Value by Issuer

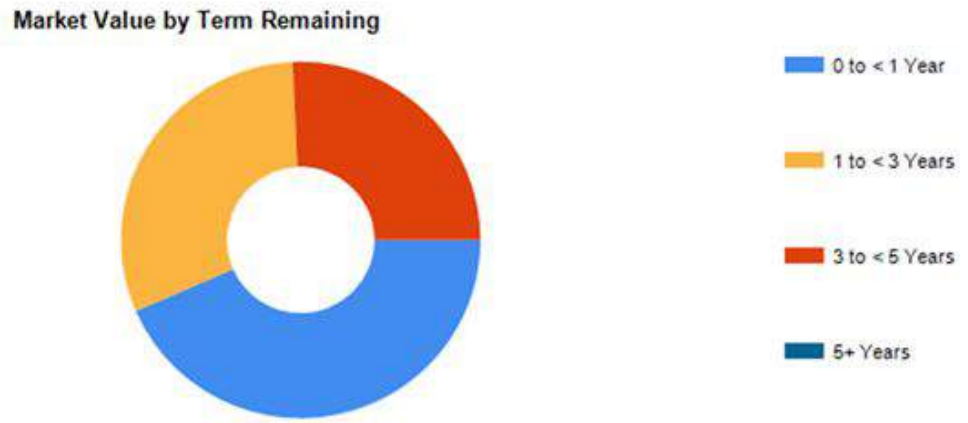


Security Type	Market Value	% Total Value
11am Cash	**24,238,777.33**	13.83%
ASX Listed Fixed Rate Security	**3,145,500.00**	1.79%
Covered Floating Bond	**1,986,040.00**	1.13%
Flexi Deposit	**2,000,000.00**	1.14%
Floating Rate Note	**41,945,893.00**	23.93%
Floating Rate TCD	**4,249,800.00**	2.42%
Term Deposit	**97,697,435.62**	55.74%
Portfolio Total	**175,263,445.95**	100.00%



Term Remaining	**Market Value**	% Total Value
0 to < 1 Year	**76,208,072.95**	43.48%
1 to < 3 Years	**53,966,433.00**	30.79%
3 to < 5 Years	**45,088,940.00**	25.73%
5+ Years	**0.00**	0.00%
Portfolio Total	**175,263,445.95**	100.00%

Note: Term Remaining is calculated using a weighted average life date (WAL) where appropriate and available



9. Investment Performance Statistics For Period Ending 29 February 2016

Trading Book		1 Month	3 Month	12 Month	Since Inception
Coffs Coast State Park Trust					
	Portfolio Return (1)	0.23%	0.72%	0.00%	1.71%
	Performance Index (2)	0.17%	0.55%	0.00%	1.27%
	Excess Performance (3)	0.06%	0.17%	0.00%	0.44%
Coffs Harbour City Council					
	Portfolio Return (1)	0.25%	0.84%	4.27%	4.26%
	Performance Index (2)	0.17%	0.55%	2.23%	2.22%
	Excess Performance (3)	0.08%	0.29%	2.04%	2.04%
Coffs Harbour City Council Regional Park Trust					
	Portfolio Return (1)	0.22%	0.68%	0.00%	1.66%
	Performance Index (2)	0.17%	0.55%	0.00%	1.27%
	Excess Performance (3)	0.05%	0.13%	0.00%	0.39%

Notes

1 Portfolio performance is the rate of return of the portfolio over the specified period

2 The Performance Index is the

3 Excess performance is the rate of return of the portfolio in excess of the Performance Index

Trading Book	Weighted Average Running Yield
All	4.02
Coffs Coast State Park Trust	2.97
Coffs Harbour City Council	4.04
Coffs Harbour City Council Regional Park Trust	2.73

REPORT TO ORDINARY COUNCIL MEETING

DRAFT CUSTOMER SERVICE CHARTER AND CUSTOMER SERVICE STRATEGY 2016-2018

REPORTING OFFICER:	Group Leader Customer Services
DIRECTOR:	Director Business Services
COFFS HARBOUR 2030:	LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
ATTACHMENTS:	ATT1 Draft Customer Service Charter ATT2 Draft Customer Service Strategy 2016-2018

Recommendation:

That Council:

1. **Approve the public exhibition of the *Draft Customer Service Charter* and *Draft Customer Service Strategy 2016-2018* for a 28 day period; and**
2. **Receive a report back on the *Draft Customer Service Charter* and *Customer Service Strategy 2016-2018* following public exhibition.**

EXECUTIVE SUMMARY

Council recognises that it is in the service industry with the aim to create a positive experience for all our customers and the wider community. We want to be recognised as an organisation with the customer at the heart of everything we do.

The draft Customer Service Charter and Customer Service Strategy informs both customers and staff about the key focus areas to improve Council's current levels of customer service over the next three years.

The strategy also supports a number of 'Performance Indicators and Outcomes' in Council's Target Operating Model – which describes the 'future state' of Coffs Harbour City Council.

This report recommends that the draft documents be approved and placed on public exhibition for community feedback.

REPORT

Description of Item:

The purpose of this report is to seek approval of the draft documents by Council and allow their release for public exhibition.

Council is proposing to change the way it delivers customer service through the implementation of a new Customer Service Charter and Customer Service Strategy.

The strategy outlines an improved way of delivering customer service through the implementation of a new 'Customer Enquiry/Resolution (CER) Model'.

The CER Model contains the following main elements:

- Using customer engagement and participation in the review and, where required, redesign of services;
- Development of customer self-service functionality for those who can access online services, thus leaving Council staff to concentrate on complex enquiry work and high-need customers; and
- Progression towards a more resolution-focused customer service function.

The Model will provide positive outcomes for both Council and our customers, including:

- More options for the customer;
- Improved responses and consistent resolution for the customer;
- Reduced transaction costs for Council; and
- Fewer transactions requiring Council staff intervention.

The Model has a main target of resolving 80% of customer enquiries/requests at the first point of contact.

The projects and tasks identified in the strategy work towards meeting the desired outcomes and targets of the Model.

Issues:

The draft documents provide the framework for Council to deliver improved levels of customer service.

The following objectives from the strategy have been identified as a clear direction in Council achieving this improvement:

- Process improvement driven by customer need;
- Streamline access and delivery of services;
- A more resolution focused customer service function;
- Enhancing Council's e-business capabilities;
- Implementation of corporate customer service training; and
- Development of Council's community engagement framework.

These objectives also support the commitments made through Council's Customer Service Charter to provide excellent customer service through:

- Prompt and efficient services;
- Easy access to our public services;
- Assistance if required when using our services;
- Friendly and professional service; and
- Accurate and consistent information.

Options:

It is considered that the following options are available to Council:

1. Adopt the recommendations provided in this report, allowing the *Draft Customer Service Charter* and *Draft Customer Service Strategy 2016-2018* to be placed on public exhibition.

2. Amend the recommendation provided to Council and then adopt. Depending on the nature of the amendment, this may impact on the structure and content of the documents.

3. Reject the recommendation provided to Council; this will impact on Council's ability to have a clear direction on customer service improvements over the next three years.

Sustainability Assessment:

- **Environment**

  There are no environmental impacts associated with the preparation or content of this report; however, the strategy contains a number of projects to reduce traditional paper based processes which will have a positive impact on the environment.

- **Social**

  The public exhibition process will seek community feedback prior to the finalisation of the draft documents. A significant project within the strategy includes enhancements to Council's corporate website including improved online self-serve functionality and improved usability for those people with a disability.

- **Civic Leadership**

  The strategy provides key focus areas for Council to improve its current levels of customer service over the next three years. This is consistent with the Coffs Harbour 2030 Community Strategic Plan strategy LC3.1: Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour.

- **Economic**

  Broader Economic Implications

  The strategy outlines a number of tasks and projects that will improve processes and gain efficiencies resulting in reduced transactional costs associated with customer service functions.

Delivery Program/Operational Plan Implications

The system improvement projects proposed for 2016/2017 and beyond, supporting the objectives of the strategy will be considered within Council's upcoming budget structure. This expenditure if approved will be monitored through Council's monthly and quarterly budget reviews.

Risk Analysis:

Whilst the strategy has a focus on enhancing Council's e-business capabilities there remains a recognition that not all customers will be in a position to use online platforms. The strategy therefore also has a focus on providing improved customer resolution outcomes for those customers wanting to use more traditional channels of contact such as telephone and service counters.

Consultation:

The development of the draft documents have been undertaken with the input from key internal stakeholders.

This report recommends the draft documents be approved and placed on public exhibition for a 28 day period.

Public consultation during this period will include: public information and website displays, media releases and newspaper advertising. The engagement process will encourage the community to consider the draft documents and make submissions to Council on issues of interest and concern.

Related Policy, Precedents and / or Statutory Requirements:

- Customer Service Policy
- Social Media Policy
- Community Engagement Policy

Implementation Date / Priority:

Subject to Council approval, the draft documents will be placed on public exhibition for a 28 day period.

Conclusion:

The draft documents represent a considered and responsible strategy that will enable Council to improve current levels of customer service whilst reducing associated transactional costs.

It is recommended that Council approve the draft documents for the purpose of public exhibition.

Attachment 1

Coffs Harbour City Council Customer Service Charter

Our Customer Service Goal

To provide excellent services to our customers and community that contribute toward the achievement of *Coffs Harbour 2030*.

We expect all of our staff, whether they are at the customer service centre, working in the office, driving a truck or mowing a park, to be committed to pursuing excellence in their role and be proud ambassadors for the city.

We commit to the provision of Excellent Customer Service through:

- Prompt and efficient services
- Easy access to our public services
- Assistance if required when using our services
- Friendly and professional service
- Accurate and consistent information

And that we will:

- Engage with you when decisions need to be made
- Make fair decisions
- Fix our mistakes willingly
- Report on our customer service standards to the community

How you can help us:

- Treat our staff in a polite and respectful manner
- Be honest and accurate in your dealings with us
- Work with us to solve problems
- Provide us with feedback on our services
- Respect community property

Our commitment is to embrace this charter. If we should fall short in any aspect, we encourage you to bring it to our attention so that the matter can be resolved.

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Contact Us

Email: coffs.council@chcc.nsw.gov.au
Web: www.coffsharbour.nsw.gov.au
Telephone: (02) 6648 4000
Postal Address: Locked Bag 155 Coffs Harbour, NSW 2450

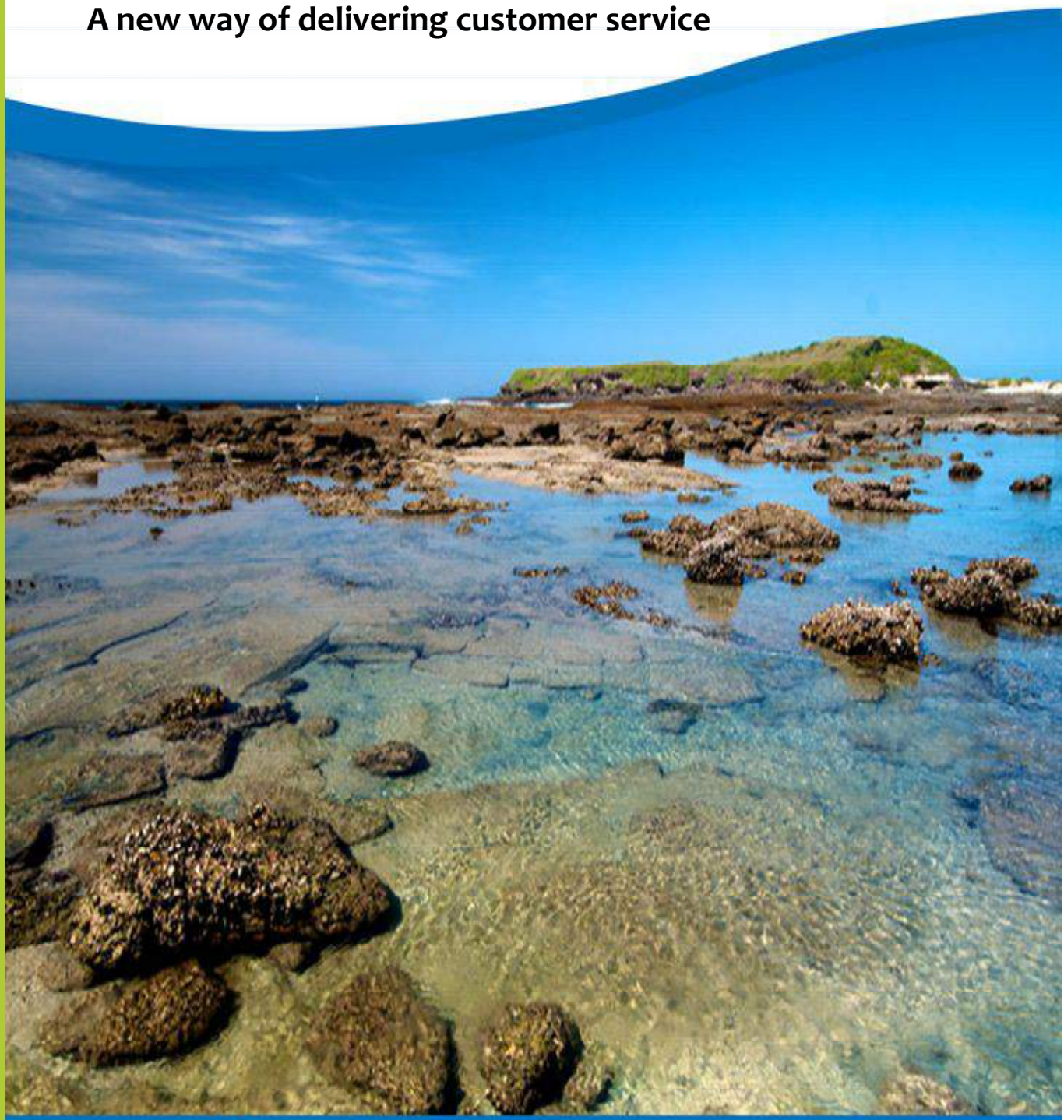
or Follow Us on Twitter

@CHCC_Media

Attachment 2

Coffs Harbour City Council Customer Service Strategy 2016 – 2018

A new way of delivering customer service



COFFS HARBOUR 2030

Helping to achieve the 2030 Community Vision

Attachment 2

A New and Improved Way of Delivering Customer Service

Council is changing the way it delivers customer service through the implementation of this Customer Service Strategy: a strategy that outlines an improved way of delivering customer service through a new 'Customer Enquiry/Resolution (CER) Model'.

The new CER Model has a focus on the following main elements:

- ❖ Using customer engagement and participation in the review and, where required, redesign of services.
- ❖ Development of customer self-service functionality for those who can access online services, thus leaving Council staff to concentrate on complex enquiry work and high-need customers.
- ❖ Progression towards a more resolution-focussed customer service function.

The Model will provide positive outcomes for both Council and our customers, including:

- ✓ More options for the customer
- ✓ Improved responses and consistent resolution for the customer
- ✓ Reduced transaction costs for Council
- ✓ Fewer transactions requiring Council staff intervention

The Model has a target of resolving **80% of customer enquiries/requests at the first point of contact** - significantly improving current levels of customer service.

The projects and tasks identified in this strategy work towards meeting the desired outcomes and targets of the Model.

What is the Customer Service Strategy for?

Council recognises that it is in the service industry with the aim to create a positive experience for all our customers and the wider community. We want to be recognised as an organisation with the customer at the heart of everything we do.

The Customer Service Strategy informs both customers and staff about the key focus areas to improve our current levels of customer service over the next three years.

This strategy also supports a number of 'Performance Indicators and Outcomes' in Council's Target Operating Model (TOM) – which describes the 'future state' of Coffs Harbour City Council.

Implementation of the Strategy

The successful implementation of the Strategy is dependent on the roll-out of a range of new or upgraded systems. These are complex programs and projects operating in a rapidly changing hardware and software environment for which timelines can change continuously. For this reason, the timelines listed in the following tables are indicative only and will be amended if required as the implementation of the Strategy proceeds.

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Attachment 2

Target Operating Model (TOM) - Performance Indicators and Outcomes for our Customers

All activities and services provided by Council are to achieve an outcome. Indicators measure whether those outcomes are being achieved. The TOM identifies outcomes for an individual customer as well as for the whole community.

The key outcome for an individual customer is that they are satisfied with the service they have received. This is balanced by the Council having to provide them with that service at a known cost. The customer perceives the cost to be good value for money.

Performance Indicators

These are the measures by which Council will gauge its performance in relation to individuals that do business with Council.

- **Customer Experience** – The experience of a customer will be seen through the eyes of the customer, not how the Council may think it has handled the customer issue. For example, a customer's phone call may have been answered within 5 seconds, but that may not have impacted positively for the customer if they experience being handed off without having their issue resolved.

- **Customer Response** - This is a measure of both the timeliness with which a customer's issue is resolved as well as qualitatively, how the issue was dealt with. Was the issue resolved, was the customer satisfied with how they were treated and if the Council couldn't help them, was the explanation or the manner in which they were referred elsewhere courteous and helpful?

- **Direct Costs** - Direct costs refer to materials, labour and expenses related to and used to produce a product or service. For example, this may include all the materials required to patch a section of road, the equipment and the time of the person(s) undertaking the patching.

- **Indirect Costs** - Indirect costs are costs that are not direct costs, but are nonetheless incurred in being able to provide a service. Using the example above, the indirect costs may include the time of the supervisor of the maintenance team, a portion of the depot costs and Information Technology costs.

Performance Outcomes

The performance outcomes are the results that Council would expect to be achieved with each individual customer service transaction.

- **Customer Satisfaction** - Customer satisfaction is a measure of the degree to which a product or service meets the customer's expectations.

- **Value for Money** - Value for money is the perception of the buyer or receiver of goods and/or services. Proof of good value for money is in believing or concluding that the goods/services received were worth the price paid.

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- **Cost of Service** - Cost of service is total cost (direct and indirect) of delivering a product or service.

- **Business Commerciality** – While the customer might consider they have received value for money and the total cost of the service is known, it is vital that the transaction or service meets the Council's business requirements. The cost to Council is affordable, competitive and within budget.

Objectives of the Customer Service Strategy

The following objectives have been identified as being important elements in Council delivering a new and improved level of customer service:

1. **Process improvement driven by customer need**
2. **Streamline access and delivery of services**
3. **A more resolution-focussed customer service function**
4. **Enhancing Council's e-business capabilities**
5. **Implementation of corporate customer service training**
6. **Development of Council's community engagement framework**

These objectives also support the commitments made through Council's Customer Service Charter to provide excellent customer service through:

- Prompt and efficient services
- Easy access to our public services
- Assistance if required when using our services
- Friendly and professional service
- Accurate and consistent information

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Attachment 2

1. Process improvement driven by customer need

Process Re-engineering and Service Redesign

It is imperative to have processes driven by customer need (customer demand). An important consideration is to minimise any unnecessary parts of a process so that duplication and other inefficiencies can be removed.

Council is committed to 'continuous improvement' and will endeavour to streamline and simplify our processes wherever possible. Council will continue to utilise process re-engineering techniques having an emphasis on delivering efficient and effective outcomes.

It is also important for Council to engage with its customers when seeking their participation in the redesign of services. Service transformation, while having an aim to improve service accessibility and usability for our customers – has a focus on the design of the service and how they are delivered for the customer.

Regional Collaboration

Council will promote and facilitate collaboration within the region and the Local Government sector to review and improve systems of service delivery.

Information and Communication Technology

Council appreciates that in order to enhance effectiveness and efficiency, new tools and technologies may be required. Therefore, new technologies will be considered to support easier access to Council services.

Key Tasks / Projects

What	When
Implementation of a new corporate Customer Request Management (CRM) System. *This new system will improve internal processes on how staff receive and process customer requests. This will result in improved service levels around timeliness and customer communication.*	April 2016
Upgrade of corporate Records Management System. *This upgrade to Council's existing records system will improve internal processes and gain efficiencies around record / information management.*	May 2016
Implementation of new corporate Payroll System. *This new system will result in process improvements and efficiencies through better integration with existing corporate systems.*	July 2016
Implementation of new corporate Asset Management System. *This new system will result in process improvements and efficiencies through better integration with existing corporate systems.*	July 2016
Further service reviews and process re-engineering - *through 'continuous improvement programs' and regional collaboration.*	Ongoing

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Attachment 2

2. Streamline access and delivery of services

Making it as easy as possible for customers to access Council services and for Council to deliver those services to its customers are important focus areas. Council is undertaking a number of initiatives to improve both service accessibility and delivery, including:

- Improved accessibility of information about Council services on our website.
- The collection of additional customer information to enable customer verification and more cost-effective communication channels.
- The consolidation of system databases and customer information.

Key Tasks / Projects

What	When
Commence the collection of additional data from customers. *This data will not only support better customer communication via more cost effective channels (e.g. e-mail, SMS) but provide a means for customer identity verification – to reduce the need for written requests / applications.*	From April 2016
Review of Council's corporate website. *This review will include input from customers to improve online content and customer usability. This will include useability for those people with a disability (audio and visual enhancements).*	From July 2016
Development of 'new residents' online information package. *This information package will have a focus on informing new residents of Council's activities and services.*	September 2016
Development of an 'Information Management Strategy'. *The objective of this strategy will be to identify and implement 'opportunities for improvement' around the use and accessibility of information for staff and customers.*	September 2016
Promotion of customer self-service functionality using online platforms. *This promotion of online services will be done using libraries, mobile information booths and local media channels.*	Ongoing

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Attachment 2

3. A more resolution -focussed customer service function

Resolution – At the First Point of Contact

A significant project will be the increased emphasis on a more resolution-focussed customer service function.

Work has begun to improve the number of customer enquiries which are resolved at the 'first point of contact'. Further investigations and prototyping will be undertaken over the next twelve months to increase the level of requests/enquiries resolved through our customer service functions.

This will be supported through the establishment of 'Standard Operating Procedures' and 'Knowledge Management Systems' to empower Council's 'Customer Resolution Officers' to resolve customer enquiries/requests at the first point of contact.

The target is to have at least 80% of customer enquiries resolved at the 'first point of contact' by the end of 2016.

Strong Internal Service Partnerships

In order to provide a high standard of customer service to our customers, it is crucial that internal relationships and partnerships are strong and working well. Council will develop internal Service Level Agreements (SLA) between our various service providers in order for them to operate effectively.

Key Tasks / Projects

What	When
Implementation of Council's new 'Customer Resolution Team'. *This team of staff will have a focus on providing customer resolution at the first point of contact for all channels of customer interaction.*	April 2016
Development of internal Service Level Agreements - *between internal service providers to ensure business outcomes are delivered in an effective and timely manner.*	From April 2016
Development of a continuous training program for Council's 'Customer Resolution Officers' - *to maintain skill levels to meet 'first point of contact' customer resolution targets.*	From April 2016
Implementation of service performance measures for customer service – *including processes to determine levels of customer satisfaction.*	July 2016
Review of corporate telephone system. *This review will be undertaken to investigate improved service provision and costs.*	2016/2017
Implementation of a new customer complaints management framework. *This framework will include new procedures to ensure efficient and effective resolution of customer complaints / feedback.*	2016/2017

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Attachment 2

4. Enhancing Council's e-business capabilities

Increasing electronic accessibility to Council information and services is another core area for customer service improvement. The main way we will do this is through our corporate website. It is important for customers to easily access information as well as access services such as making payments, lodging applications and submitting and tracking service requests (e.g. repairing potholes, animal complaints).

The future direction of this service channel will involve increased electronic access by a customer to their information to improve self-service capabilities such as viewing past requests or account transactions.

Enhancing Council's e-business capabilities will both meet the increasing needs and expectations of customers in this area, as well as reduce pressure on our traditional channels of customer contact via telephone and service counters.

Key Tasks / Projects

What	When
Development of Council's Customer Request Management (CRM) system - to include customer interface via corporate website (e-Requests).	2016/2017
Introduction of web forms and customer online portal services on Council's corporate website – *This functionality will enable customers to view account transactions and apply for various services online 24/7.*	Commence 2016/2017
Implementation of online booking system - *to enable customers to book and, if required, make payment for use of Council facilities and services.*	2016/2017
Implementation of a Short Message Service (SMS) subscription service. *This service will replace more costly communication channels such as letters and phone calls.*	2017/2018

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Attachment 2

5. Implementation of corporate customer service training

We place a lot of importance on the training and development of our staff. We realise that this is crucial to ensuring our skills and abilities are continually improving, and training is an important part of pursuing consistency of service across a large and diverse organisation.

It is envisaged that new and existing staff will participate in customer service training which will incorporate information regarding customer service expectations and the commitments made to our customers and the community.

A customer service training program will be developed to cater for improved awareness of customer service expectations.

This training will also provide staff with an understanding of 'their link in the service chain' regardless of what role they are performing.

Key Tasks / Projects

What	When
Development of a corporate customer service training package - *to improve understanding and expectations on service delivery and customer service. Staff Performance Management Framework to include customer service as a core competency for all staff.*	2016/2017

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Attachment 2

6. Development of Council's community engagement framework

The development of Council's community engagement framework will support the organisation to deliver appropriate communication that will:

- Keep the community informed about Council's activities, services, events, policies, strategies and programs; and
- Involve the community in dialogue about the provision of services and planning for the future.

Online communications will be Council's core communication platform. The development of this framework will incorporate action plans to improve Council's current external communication and community engagement processes including:

- Easier access to information on Council's services and activities.
- The promotion e-business opportunities provided by Council (channel shift).
- The further development of social media platforms for both communication and engagement.
- The rationalisation of print media.
- Methods of assessing our performance (customer satisfaction).
- Methods to better understand our customer needs, both now and in the future.

Key Tasks / Projects

What	When
Development of Council's community engagement framework	2016/2017

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Attachment 2

COFFS HARBOUR CITY COUNCIL
Locked Bag 155 COFFS HARBOUR NSW 2450
www.coffsharbour.nsw.gov.au

NOTICE OF MOTION TO ORDINARY COUNCIL MEETING

ENVIRONMENTAL LEVY FOR 2016/17 - LAND VALUE INVESTIGATION

Motion:

Councillor Degens has given notice of his intention to move the following:

That an application be made to the Environment Levy for 2016/17 for a project that investigates what is the most economically best value land in terms of habitat, environmental value and size, for future purchase from future environmental levy funds, for biodiversity purposes

Rationale:

Coffs Harbour is home to one of the greatest areas of the ecological biodiversity not only in Australia, but internationally. This diversity includes also the marine life out at sea as well as the heritage in our forests. Living in amongst this beauty, brings with it a responsibility for us to preserve what Coffs Harbour has in whatever ways are practically achievable. Coffs Harbour City Council has for over a decade now, introduced a special levy fund, generated specifically for environmental purposes. The purpose of this motion is to place a request to the committee responsible for the administering of the Environmental Levy funds to search out and ultimately fund the purchase of environmentally strategically important parcels of land if they become available, with the intent to aid the preservation of our biodiversity that includes many threatened mammals and marsupials such as the koala and many others.

Staff Comment:

Council has already completed baseline mapping for the LGA in relation to fine-scale vegetation and high value habitats, which has been comprehensively ground truthed. Staff are currently working to complete the Terrestrial Biodiversity Assets and Ecological Significance layer, in accordance with the Biodiversity Action Strategy 2012, for adoption by Council. When completed this layer would assist Council to interpret the ecological significance of land parcels within the LGA.

It is anticipated that the Ecological Significance layer will be finalised early 2017 and investigations into economically best value biodiversity lands could be undertaken subsequent to this being adopted by Council.

If Council was to investigate future purchase for biodiversity purposes it would be important to develop parameters around what constitutes 'economically best value' in terms of habitat, environmental value, size and purchase cost, as the relationship between these can be highly subjective.

NOTICE OF MOTION TO ORDINARY COUNCIL MEETING

COUNCIL'S COMMITMENT TO REFUGEES

Motion:

Councillor Townley has given notice of her intention to move the following:

- The Coffs Harbour City Council re-affirms its support for the refugees in our community and the contribution they make to our multicultural society.
- Council also support the commitment of Australia to the UN Refugee Convention to provide refuge in Australia for those seeking asylum due to fear of persecution.
- The council commits to continue its ongoing work with refugees, including but not limited to the annual Refugee Week events that take place within our LGA in accordance with national programs that celebrate arts, culture and information sharing.

Rationale:

Coffs Harbour is a city designated for the resettlement of refugees. Council has an important role to play in this work. An ongoing commitment to refugee support helps establish Council as a community leader in this space.

Staff Comment:

Council declared the Coffs Harbour City Council Local Government Area as a Refugee Welcome Zone at the 15 May 2008 meeting.

The declaration displayed in the Council Administration building states:

> *"This declaration is a commitment in spirit to welcoming refugees into our community, upholding the human rights of refugees, demonstrating compassion for refugees and enhancing cultural and religious diversity in our community"*

Given current media coverage and Government responses globally to refugee resettlement it would be appropriate for Council to reaffirm its status as a Refugee Welcome Zone.

In February 2016 Council adopted a Multicultural Policy to replace a Multicultural Program and Action Plan that concluded in 2014. The Policy guides Council's service provision, planning, advocacy and community development for its culturally diverse community, and assists Council in meeting its legislative requirements regarding adhering to the *Principles of Multiculturalism*.

The Policy reflects the *Coffs Harbour 2030 Community Vision,* which states*:*

"We have respect for, and learn from, our diverse communities of many ages and cultures.
We are healthy, caring and actively engaged in our communities.
We value all people and use the goodwill in our community to build a better future for our children.
We think globally and act locally."

NOTICE OF MOTION TO ORDINARY COUNCIL MEETING

The Community and Cultural Services Group co-ordinates annual events and activities to celebrate Refugee Week and Harmony Day. The scope and scale of these annual events and programs are dependent on operational budget allocations, volunteer availability, sponsorship and grants available.

Council participates in various inter-agency and advisory meetings in relation to Refugee resettlement in the region and facilitates a Multicultural Reference Group. The Group has a vision to strengthen, support and foster the profile of multiculturalism in the community in partnership with Council and the broader community. It is a mechanism that allows Council to effectively engage people from culturally and linguistically diverse (CALD) backgrounds and faiths. It promotes community participation in the planning, management and delivery of services and activities and positively promotes cultural diversity and the benefits that diversity has on the whole community.

The members of the Group are dedicated volunteers that actively participate, promote and support multicultural initiatives, like Harmony Day, Refugee Week and other initiatives targeted at promoting inclusion, to their clients, CALD communities and general public.

REPORT TO ORDINARY COUNCIL MEETING

COFFS HARBOUR HERITAGE STUDY 2015

REPORTING OFFICER:	Urban Planner/Designer
DIRECTOR:	Acting Director, Sustainable Communities
COFFS HARBOUR 2030:	LE1.1 Identify and promote the region's unique environmental values PL1.6 Reinforce the unique identity of villages and communities
ATTACHMENTS:	ATT1 Coffs Harbour Heritage Study 2015 ATT2 Submissions Analysis ATT3 CONFIDENTIAL Submissions (1-39) ATT3A CONFIDENTIAL Submissions (40) ATT3B CONFIDENTIAL Submissions (40A) ATT3C CONFIDENTIAL Submissions (40B-70) ATT3D CONFIDENTIAL Submissions (71) ATT3E CONFIDENTIAL Submissions (72-86) ATT4 Heritage Assessment of Woolgoolga Surf Life Saving Clubhouse ATT4A Heritage Inventory Sheet for Woolgoolga-Grafton Surf Life Saving Clubhouse ATT5 Heritage Assessment of Forestry building(s) at 357 Harbour Drive, Coffs Harbour ATT6 Heritage Inventory Sheets (potential State significant sites)

Recommendation:

That Council:

1. **Adopt Parts 1 and 2 of the revised final version of the Coffs Harbour Heritage Study 2015 and note the findings of Parts 3 – 5 as contained within Attachment 1.**
2. **Undertake further heritage analysis for those sites described in Attachment 6, including landowner liaison.**
3. **Report the outcomes of the further heritage analysis to Council for endorsement prior to any further statutory heritage listing consideration.**
4. **Refer the list of potential State significant heritage items to the Heritage Division of the Office of Environment and Heritage for advice as to whether the nominated items would be likely to meet the threshold for State significance.**
5. **Notify landowners and, where relevant, their consultant/s be informed of Council's decision.**

EXECUTIVE SUMMARY

The objective of this report is to provide Council with a review of submissions received during the non-statutory public exhibition period held for the draft Community Based Heritage Study 2014 and to recommend a way to progress the Study.

REPORT TO ORDINARY COUNCIL MEETING

The exhibition of the draft Community Based Heritage Study 2014 drew a strong response from the people who were notified as they owned properties on the draft heritage inventory list. Even though it was not a statutory exhibition about heritage listing, all who responded presumed that the Study would eventually lead to heritage listing.

Most of the submissions expressed a view that there is some doubt about the significance and the quantity of some of the places identified in the draft Community Based Heritage Study 2014. The largest group of objections came from owners of inter-war and post-world war two (WWII) houses.

With the results of the non-statutory public exhibition in mind, it is considered appropriate to:

- adopt Parts 1 and 2 of a revised final version of the Coffs Harbour Heritage Study 2015 (contained within Attachment 1);
- note the findings of Parts 3 - 5 of the Coffs Harbour Heritage Study 2015 (contained within Attachment 1); and
- to further consider the heritage significance of the potential State significant sites listed in the Study.

The option to use the Coffs Harbour Heritage Study 2015 data as a resource for promotion of heritage related issues (e.g. heritage trails) was not raised in the submissions but this data should be utilised for promotion activities.

REPORT

Description of Item:

Council has undertaken or received a number of heritage studies over the last 30 years, including:

- Coffs Harbour Shire Heritage Study (Coffs Harbour Shire Council 1986);
- Sawtell Precinct Study (Development Control Plan (DCP)) (Jamison Architects Pty Ltd 1992);
- Coffs Harbour Heritage Study – Stage One (EJE Town Planning 1997);
- Coffs Harbour Heritage Study – Stage Two (EJE Town Planning 1998);
- Heritage and Building Design Guidelines – Coramba (Hansen Partnership Pty Ltd 2002);
- Heritage and Building Design Guidelines (Sawtell Masterplan) (Hansen Partnership Pty Ltd 2002);
- Heritage Report and Mapping of Red Rock and Corindi (Kayandel Archaeological Services 2007);
- Statement(s) of Heritage Impact – submitted to accompany development applications that affect the Sawtell and Coramba Conservation Areas and individually listed items; and
- Conservation Management Plans – Jetty Theatre, Lowanna Railway Station, Coramba Bridge etc.

A draft Community Based Heritage Study 2014, which draws upon the above pool of information and collates, expands and updates it, was reported to Council on the 27 November 2014, where it was resolved:

1. *That Council endorse the draft Community Based Heritage Study 2014 as contained in Attachment 1 to this report.*
2. *That Council publicly exhibit the draft Community Based Heritage Study 2014 for a non-statutory public exhibition period of 28 days (four weeks), commencing February 2015.*
3. *That Council write to all affected landowners at the commencement of the non-statutory public exhibition period of the draft Community Based Heritage Study 2014.*
4. *That following the non-statutory public exhibition period, Council considers a further report which will provide a summary of any submissions received.*
5. *That Council staff write to the individual members of the heritage study community working group thanking them for their contribution toward the project.*

In accordance with Council's resolution of 27 November 2014, the draft Community Based Heritage Study 2014 was placed on non-statutory public exhibition for a period of 28 days (four weeks) between 4 February and 6 March 2015.

Following exhibition of the draft Study and in response to submissions received, the document has been reviewed and updated in the form of the Coffs Harbour Heritage Study 2015 and consists of five parts (Attachment 1). Parts 1 - 3 contain: the introduction (Part 1), a thematic history (Part 2) and the results and recommendations (Part 3). Part 4 includes a list of potential items and heritage conservation areas, demolished and deferred sites, and Part 5 includes the heritage inventory sheets for the sites contained in Part 4 of the Study. The heritage inventory sheets are currently available to view on Council's website. They are not included in the report due to the large number (approximately 600 individual inventory sheets).

The reviewed and updated document, along with the public submission assessment was reported to Council on 26 November 2015, with Council resolving "*that the Report be deferred until a briefing is returned to Councillors on this issue"*.

A Councillor briefing was held on 7 March 2016 which outlined the findings of the draft Study and the results of the non-statutory public exhibition process. The briefing also provided options to progress the Study.

Issues:

- **Results of the non-statutory public exhibition process**

  The exhibition period drew a strong response from the people who were notified that they owned properties included on the draft heritage inventory list (contained in Part 4 of the Coffs Harbour Heritage Study 2015). A total of 98 written submissions were received; nine were neutral, 25 were in support and 64 objected. A further 74 enquiries were made by telephone of which 59 were objections. A summary of submissions is provided as Attachment 2, and the submissions are provided in full in Attachment 3 (confidential).

  Even though it was a non-statutory public exhibition period, those who responded presumed that the Study would eventually lead to heritage listing. The neutral submissions generally provided additional information.

  The overwhelming numbers of objections came from individuals whose homes had been nominated in the draft Community Based Heritage Study 2014. The majority of these objections were regarding houses categorised in the draft Community Based Heritage Study 2014 as "inter-war" or "post WWII" types. Of these two categories the post WWII category is the one most difficult for the community to comprehend.

  The submissions reveal that the community does not have the same level of attachment to the heritage importance of these houses that is attributed by the draft Community Based Heritage Study 2014. The draft Community Based Heritage Study 2014 describes fibro houses as "*a well-loved feature of towns up and down the NSW coast*". This assumption was not reflected in the submissions. The public exhibition process has therefore suggested that these two house types (inter-war and post WWII) are over-represented in the Study.

  Given the high number of these types of houses identified in the Study, and the suggested relevance of these buildings to the growth of the local area during major phases of permanent settlement, they would benefit from a separately commissioned inter-war and post WWII housing character study. This kind of study could be undertaken if and when additional funds become available. However, at this stage, no further action is recommended to be taken regarding the heritage listing of these buildings.

  Other submissions were specific to the individual nature of the heritage item as discussed above. The recurrent theme in these submissions was that the building was not in original condition and that it had been modified and quite often the poor condition of the property was also raised as an issue. In many cases, financial hardship due to lost development potential was raised as a concern; however, detailed planning and financial analysis would be required to verify this outcome. Accuracy of information was also raised in some submissions.

  In considering submissions made against the draft Community Based Heritage Study 2014, the following principles should apply to making an objection to listing any potential heritage items:

  1. The item is not of heritage significance.

2. Long-term conservation is not necessary.
3. The listing prevents reasonable or economic use.
4. The listing would cause undue financial hardship.

These four principles provide a constructive way to evaluate the submissions and are based upon accepted heritage practice at a State level. These principles are reflected in the issues raised in objections and applied during the process of evaluation of submissions.

Supporting submissions varied but were concentrated on two publicly owned properties; the Woolgoolga-Grafton Surf Life Saving Club (SLSC) clubhouse and the Lands Department building at Coffs Harbour Jetty (or Forestry building as it is known). Due to the high level of interest shown by the community on these two buildings, a detailed heritage analysis was subsequently undertaken for both sites (see Attachment 4 - Woolgoolga SLSC and Attachment 5 - NSW Forestry building). This is discussed in the following.

- **Woolgoolga-Grafton Surf Life Saving Club clubhouse**

  Ten submissions were received in support of heritage listing the Woolgoolga-Grafton SLSC clubhouse. Attached to these submissions were copies of petitions with over 1000 signatures that were collected in relation to the draft Woolgoolga Beach Reserve Plan of Management and not specifically relating to the draft Community Based Heritage Study 2014. However, these petitions make it clear there is community attachment to the Woolgoolga-Grafton SLSC clubhouse.

  A submission was also received from the owner of the land - NSW Department of Trade and Investment (Crown Lands) objecting to the potential heritage listing of the Woolgoolga-Grafton SLSC clubhouse on the grounds that it is contrary to the draft Woolgoolga Beach Reserve Plan of Management, and that the building is in poor condition.

  The draft Community Based Heritage Study 2014 as publicly exhibited suggested that the building is potentially of State significance. During the exhibition period, members of the public wrote to the Heritage Division of the NSW Office of Environment and Heritage (OEH) and nominated the building for inclusion on the State Heritage Register, however the Heritage Division did not support the nomination.

  Given the considerable public interest in the future of the building, a detailed heritage assessment of the building has been undertaken and is included as Attachment 4 to this report. The detailed heritage assessment also concluded that the building was not of State significance, and the final heritage inventory sheet for this building has been amended to reflect this (Attachment 4A). Therefore, given the condition of the building, the building's location within the "immediate" coastal hazard zone, as identified in Council's adopted Coastal Zone Management Plan, and the representations made by the landowner (Crown Lands), it is not recommended to pursue further heritage consideration of this building, however, the following measures should be undertaken to mitigate against the building's loss:

  (a) Undertake an oral history of the Woolgoolga-Grafton SLSC by a professional oral historian.
  (b) Prepare an interpretative strategy that celebrates the surf club history in an appropriate manner.
  (c) Prepare an archival record of the building prior to any change or demolition of the building in accordance with guidelines for archival records published by the OEH.

- **Forestry Building at Coffs Harbour Jetty**

  Five submissions were received in support of heritage listing of the Lands Department (Forestry) building and interiors at the Coffs Harbour Jetty (357 Harbour Drive Coffs Harbour) during the exhibition period.

  The owner of the land - the Forestry Corporation of NSW, also lodged a submission during the exhibition period noting the inclusion of the site in the Study and stating that "*FCNSW confirms its commitment to effective heritage management and seeks to be part of any further heritage assessment or heritage interpretation process that may involve the building*."

  Council's Heritage Advisor inspected the Forestry Building at 357 Harbour Drive and confirms that the assessment in the draft Community Based Heritage Study 2014 is accurate in that the property has very high significance at a local level and that the building is also potentially of State significance. The interior in particular along with the moveable collection belonging to the building is exceptional. The Henry Kendell collection that was established in 1982 by the Forestry Commission is well represented within the building and showcases the extraordinary craftsmanship of this artist. The interior demonstrates and showcases the diverse range of applications of timber in colour and design. Whilst the exterior has been modified with aluminium cladding, the original timber weatherboards are in evidence in locations where they are exposed. The building is exemplary in its ability to demonstrate the significance of the timber industry to the growth of Coffs Harbour.

  A detailed heritage assessment of the building has been undertaken by Council's Heritage Advisor and has been included as Attachment 5 to this report.

  Based on the above information, it is considered that this building requires further consideration.

- **Further Heritage Analysis**

  The draft Community Based Heritage Study 2014 document as exhibited suggested a staged approach to its implementation of recommendations including heritage listing, namely:

  1. An initial non-statutory public exhibition of the draft Community Based Heritage Study 2014, with public comments and submissions reported back to Council.
  2. Preparation of the final version of the Coffs Harbour Heritage Study 2015, addressing comments received through the public exhibition.
  3. Formal adoption/endorsement by Council of the revised and finalised Heritage Study following the non-statutory public exhibition.
  4. Statutory public exhibition and listing of proposed local, State and commonwealth government owned items, as well as the proposed Heritage Conservation Areas.
  5. Statutory public exhibition and listing of the public, farm, commercial, iconic etc. proposed items.
  6. Statutory public exhibition and listing of the proposed private residential items.

  However, with the results of the public exhibition in mind, it is considered appropriate to only consider further heritage consideration of the sites that have been assessed as being of potential State significance. It is reasonable to consider that if these items are assessed as potentially of State significance, they need further analysis in terms of local significance. These sites are:

  - Big Banana;

- Lands Department Building and Original Interiors – known as the Forestry Building, 357 Harbour Drive, Coffs Harbour;
- Temple - first Sikh, Hastings Street, Woolgoolga;
- Temple - Guru Nanak Sikh, River Street, Woolgoolga;
- Windmill Restaurant, Pacific Highway;
- Arrawarra fish traps, Arrawarra Headland (this site is already contained in Schedule 5 of Coffs Harbour Local Environmental Plan (LEP) 2013);
- Coffs Harbour timber jetty (this site is already contained in Schedule 5 of Coffs Harbour LEP 2013); and
- Timms timber mill, Ulong (this site is already contained in Schedule 5 of Coffs Harbour LEP 2013).

It is proposed to undertake a detailed heritage analysis of the above sites (those not already contained in Schedule 5 of Coffs Harbour LEP 2013) with a view to validating their heritage significance. If this significance is confirmed then future heritage "listing" would be done by way of a Planning Proposal (PP) incorporating an amendment to Coffs Harbour LEP 2013 by adding the listed heritage items to Schedule 5 (Environmental Heritage) of Coffs Harbour LEP 2013. Attachment 6 contains inventory sheets relating to all items proposed to be given further consideration.

Objections were received from a number of owners (or their representatives) of a number of the potentially State significant heritage items. Reasons given in each case related to a presumed restriction of development potential of the land and buildings associated with the sites. However, as these sites have been assessed as being of potential State significance, their importance and relevance to the area justifies their further heritage consideration. Opportunities for further consultation with landowners will be available during this process.

- **Referral of State Significant Items for State listing**

It is also recommended that Council refer the list of potential State significant items to the Heritage Division of the OEH for further action if any or all of the sites meet the threshold for listing on the State Heritage Register.

It is worth noting that items on the State Heritage Register are able to apply for funding from the State Government that is not usually available to locally heritage listed places.

The following items were initially put forward by the draft study to be of potential State significance (and included in the report to Council on 26 November 2015), however subsequent heritage analysis has revealed that they would not be likely to reach the threshold for State listing:

- Coffs Harbour Airport Buildings, Weatherboard Sheds, Triangular Runway;

  Further research showed that *"whilst Coffs Harbour aerodrome played a significant role in firstly providing a place to stop between Sydney and Brisbane and then as a significant regional airport as the popularity of flying increased, this is also the case for many other regional aerodromes developed during the first half of the twentieth century in NSW. For this reason the airport is unlikely to have State significance."*

- Bridge - steel Pratt truss rail underbridge over Bonville Creek;

  This item has been the subject of further detailed analysis by the NSW State Rail Authority. The item is listed within a State Government initiated Section 170 Register.

- All ten surviving high-level timber trestle road and rail underbridges and overbridges within the Local Government Area (LGA);

Although picturesque and potentially of local significance, these bridges are common elements within the rural landscape of NSW and are unlikely to be of State significance.

- Hall - Coffs Harbour Scout, Harbour Drive – home of possibly the first Scout Troup in Australia;

  Further research cannot confirm that this was the home of the first Scout Troup in Australia.

- **Alternatives to heritage listing**

  The Coffs Harbour Heritage Study 2015 provides a rich resource about the history and heritage of the city of Coffs Harbour (and its surrounds). A discussion paper exhibited with the Coffs Harbour Heritage Study 2014 put forward the following ideas about the use of the data:

  - Interpretation:
    - Making the information available to the public through plaques, brochures, walking tours, history drives, events etc. This method can have many audiences, for instance it can be targeted at; school children, youth groups, tourists or local residents.
  - Supplementing existing management documents:
    - Council prepares plans of management for public lands including parks, reserves and buildings; the draft Community Based Heritage Study 2014 provides valuable information on the background of these places to help guide decisions regarding their future.
  - Significant Places and Items:
    - Celebration of special places through brochures and archival recording.
    - Streetscape improvement through heritage conservation areas - this is a way to protect places that are important as a group in a particular location. It provides a more flexible approach to heritage.
    - Some places are so important we would want to see them retained for future generations; these places could be nominated as heritage listed places.
    - Some places that have been identified as significant are representative of a particular style or type of building or place. These could be assessed as a group and the very best examples selected for heritage listing – the rest could be identified in a guide/ brochure.
    - Guides to particular building styles or types could be produced with helpful suggestions for maintenance and making sympathetic alterations.
  - Tourism
    - Tourist drives.
    - Historic information at rest areas.

  Council has already provided promotional programs to the community such as the Sawtell and Coramba Heritage Walks. It is recommended that these types of promotional strategies be further pursued. These kinds of activities are in line with the funding agreement between Council and the State Government that pays for the Heritage Advisor's expertise to Council. Involvement in some of the suggested activities mentioned above, such as heritage trails, brochures and archival recording would be endorsed by any property owners prior to inclusion.

Options:

Council has the following options available to progress this matter:

1. With regard to the final version of the Coffs Harbour Heritage Study 2015 (Attachment 1):
   - adopt parts 1 & 2 of a revised final version of the Coffs Harbour Heritage Study 2015;
   - note the findings of parts 3 – 5 of the Coffs Harbour Heritage Study 2015
   - proceed with further heritage consideration of the sites outlined in this report; and
   - if justified, refer the potential State significant items to the OEH for evaluation as outlined in this report.
2. Proceed with option one above with amendments or alternatives to the additional recommendations.
3. Note the findings of this report and take no further action.

It is recommended that Council pursue Option One as outlined above.

Sustainability Assessment:

- **Environment**

  The findings and recommendations of the Coffs Harbour Heritage Study 2015 will not adversely impact on threatened species, populations, or ecological communities.

- **Social**

  Coffs Harbour has many European / non-Aboriginal heritage items. These items provide first-hand information about how Coffs Harbour developed, who played a part in their development, how they lived their lives and how they built their living environment. These items form a part of Coffs Harbour's built heritage and are, therefore, deemed worthy of passing on to future generations.

  Acknowledging significant properties, and undertaking an appropriate level of consideration, will ensure that any development of the land is undertaken in a socially responsible manner.

- **Civic Leadership**

  Council's strategic planning documents ensure transparency and accountability in local government. Their implementation enables Council to identify and respond to community issues and concerns.

  The recommendations contained in the Coffs Harbour Heritage Study 2015 seek to implement appropriate and relevant strategies of the Coffs Harbour 2030 Plan and a number of its objectives, including:

  Objective - LE 1 We share our skills and knowledge to care for our environment

  Strategy - LE 1.1 Identify and promote the region's unique environmental values

  Comment

  The Coffs Harbour Heritage Study 2015 has produced historical information and detailed information about particular places which have significant attributes. There are many opportunities to use this information to identify and promote the region's unique historical values.

  Objective - PL 1 Our infrastructure and urban development is designed for sustainable living

  Strategy - PL 1.6 Reinforce the unique identity of villages and communities

Comment

Identification of the region's unique heritage helps to develop and maintain community pride and well-being. Heritage is one of the attributes that enables communities to retain their physical links with the past. This is especially true for localities such as Sawtell and Coramba, where the establishment of heritage conservation areas has assisted to define and enhance the unique identity of these areas.

- **Economic**

Maintenance of heritage items can be beneficial to the economic development of the city by attracting visitors to the city and surrounds, and can provide scope for the employment of people with specialist skills and training.

Broader Economic Implications

Heritage items can readily be promoted and become an integral component of local business attraction. An example being the Sawtell Heritage Conservation Area which continues to attract niche businesses such as restaurants and coffee shops that are drawn to the unique environment and ambience that this area provides. This has the potential to have a positive impact in terms of broader economic implications for Council and the wider community.

Delivery Program/Operational Plan Implications

The Coffs Harbour Heritage Study 2015 project was funded by the NSW OEH ($50,000) and Council in-kind support through the use of Council meeting rooms, computers and printers etc., as well as the presence of Council staff at meetings and for general assistance.

Due to the comprehensive nature of the heritage inventory (the list of significant items), the finalisation of the Coffs Harbour Heritage Study 2015 has involved significant input from Council staff. This has included a relatively substantial amount of in-kind support through research documentation and attendance to general enquiries throughout the process.

Risk Analysis:

The preparation of the draft Community Based Heritage Study 2014 has already involved community engagement. The information will also be subjected to further community consultation prior to any decisions during any official heritage listing processes.

Consultation:

The draft Community Based Heritage Study 2014 was placed on non-statutory public exhibition for a period of 28 days (four weeks) between 4 February and 6 March 2015. A total of 98 written submissions were received and notes were taken from 74 phone calls.

Issues raised within the submissions are discussed generally in the issues section earlier in this report, and in more detail in Attachment 2 (Submissions Analysis) of this report. A full copy of the submissions is a confidential attachment to this report (Attachment 3). They are a confidential attachment as they contain personal and private information that is not appropriate to be fully disclosed under the Privacy and Personal Information Protection Act.

Related Policy, Precedents and / or Statutory Requirements:

State Legislation

Local government responsibility for heritage management is specifically enshrined within two acts - the Heritage Act 1977 and the Environmental Planning and Assessment (EP&A) Act 1979. Together, they establish the legislative framework for heritage management in NSW and ensure that heritage forms an integral part of the planning system. The Local Government Act 1993 also indirectly contains provisions relating to the protection of heritage resources.

- **NSW Heritage Act 1977**

  The NSW Heritage Act 1977 provided the first systematic means of protecting heritage in the State. It provides for the delegation of certain Heritage Council functions and the authorisation to make Interim Heritage Orders to local councils.

- **Environmental Planning and Assessment Act 1979**

  The EP&A Act 1979 enables responsibility for heritage to be shared by State and local government agencies. The Act also provides local government with the power to protect items and places of heritage significance in the local area through LEPs and DCPs. It is Council's statutory responsibility under the EP&A Act 1979 to take appropriate action to list and manage heritage items in its area. The endorsement of the Coffs Harbour Heritage Study 2015 provides Council with an opportunity to continue this pro-active approach.

- **Local Government Act 1993**

  By implementing the recommendations of the Coffs Harbour Heritage Study 2015, Council is fulfilling its obligations as outlined in the Local Council Charter of Section 8 of the Local Government Act 1993.

- **Mid North Coast Regional Strategy**

  The Mid North Coast Regional Strategy 2009 contains the following statement about heritage items within LGAs: *"The Department of Planning and councils will review the scope and quality of the existing statutory lists of heritage items and ensure that all places of significance are included in the heritage schedules of local environmental plans."* By implementing the recommendations of the Coffs Harbour Heritage Study 2015 in regard to the progression of heritage listings, Council is fulfilling its obligations as outlined in the Mid North Coast Regional Strategy.

Local Strategies

- **Council's Heritage Strategy**

  Council's Heritage Strategy 2014-2017 (endorsed by Council on 12 June 2014) included the following recommendation and associated outcome:

Recommendation 2	**Identify the heritage items in your area and list them in your LEP**
Outcome 2	Increased knowledge and proactive management of heritage in your local area

Implementation Date / Priority:

It is recommended that the further heritage consideration for those items outlined earlier in this report be initiated as soon as possible and a further report be put to Council prior to any further statutory heritage listing consideration.

Conclusion:

This report has provided Council with:

- a review of the submissions received during the non-statutory public exhibition period of the draft Community Based Heritage Study 2014;
- a recommendation to adopt a final version of the Coffs Harbour Heritage Study 2015;
- a recommendation to pursue further heritage consideration for those sites that have been assessed as being of potential State significance, as described in this report;
- a recommendation to refer the list of potential State significant items to the OEH for evaluation; and
- various opportunities to use the information contained in the Coffs Harbour Heritage Study 2015 to undertake promotional activities (with landowner agreement).

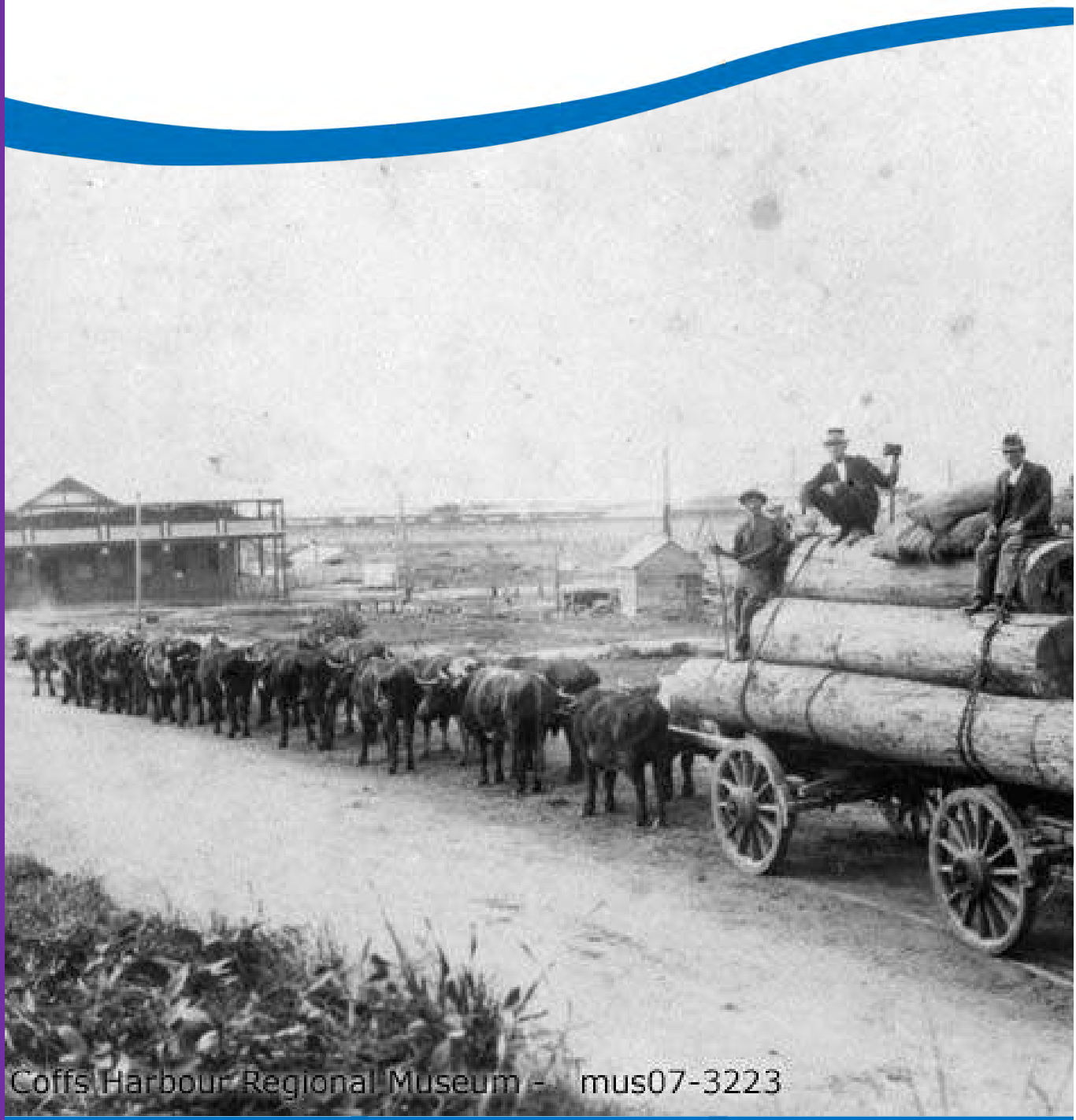
Council and the community will benefit from the adoption and implementation of the Coffs Harbour Heritage Study 2015 and its findings as it will:

- identify and promote the region's unique environmental heritage; and
- provide a resource that helps to ensure that appropriate sites of unique environmental heritage are conserved and celebrated for the benefit of future generations.

Attachment 1

Coffs Harbour Heritage Study 2015

October 2015



Helping to achieve the 2030 Community Vision

Attachment 1

Coffs Harbour Heritage Study 2015 (October 2015)







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Not included – see note on page 7

Executive Summary

- Prepared in accordance with the NSW Heritage Branch's publication, *Community-Based Heritage Studies: A Guide*.
- Took as its starting point the two previous Coffs Harbour City Council (CHCC) heritage studies (1987 and 1998).
- Created a revised, enlarged and updated Thematic History of the Local Government Area (LGA).
- Provided for wide-ranging community input via a Heritage Study Working Group.
- Addressed an expanded understanding of Coffs Harbour's cultural heritage to take in post-WWII development, iconic sites, the contribution of multicultural groups, newly identified types of heritage and newly identified historic themes.
- Prepared detailed inventory sheets for all existing and new proposed heritage items.
- Provided the following recommendations:
    - Adopt the Heritage Study in planned stages
    - Provide concurrent promotion and explanation of the Heritage Study findings
    - Provide public access to the Heritage Study
    - Nominate State significant items for the State Heritage Register (SHR)
    - Further assessment is required for the following:
        - the list of deferred potential items included within this Heritage Study
        - timber beam road bridges
        - timber trestle road and rail bridges
        - surviving early stockyards
        - former timber-logging tramlines
        - historic gold mining sites.
- Address the ongoing, future management of Coffs Harbour's heritage by developing detailed Development Control Plan (DCP) polices and controls for the following:
    - Retention of early houses (timber and fibro) in medium and high density zones
    - Alterations and additions to existing early houses and buildings, including pre-WWII and post-WWII timber and weatherboard structures, and fibro houses and holiday/beach cottages
    - Dairy buildings – conservation and adaptive reuse
    - Banana packing sheds – conservation and adaptive reuse
    - Rear lanes and early subdivision layouts throughout the LGA
    - Historic rural landscapes
    - Soft and hard road verges and street edges, footpaths or lack of
    - Specific DCP for each proposed Heritage Conservation Areas (HCA).

Part 1: Introduction

Background

This LGA-wide heritage study was initiated by CHCC in early 2012. Funding for the project was provided by the NSW Heritage Branch and CHCC.

The first LGA-wide heritage study for CHCC was undertaken in 1986-1987. This study identified 25 local heritage items and seven items with higher (regional or State) significance.

The second LGA-wide heritage study, by EJE Consulting, was completed in 1997-1998 which identified more than 50 additional heritage items. This was done by inviting the community to nominate potential items and reviewing the 1986-1987 heritage study, recent reports and published histories. Many of the newly identified items were subsequently added to Schedule 5 of the Coffs Harbour City Local Environmental Plan (LEP) 2013.

In April 2002 following the amalgamation of Corindi and Red Rock (from the former Pristine Waters local council area) within CHCC, an Aboriginal and historic cultural heritage assessment of the Red Rock and Corindi was undertaken by Kayandel Archaeological Services which led to additional heritage items included in Schedule 5 of the LEP 2013.

The current LGA-wide heritage study was commissioned in 2012 in accordance with NSW Heritage Branch local government guidelines that recommend local councils prepare new heritage studies every 5-10 years.

Project brief and objectives

Following the guidelines set out in the Heritage Branch publication, *Community-Based Heritage Studies: A Guide*, the two key objectives were:

1. Prepare a Thematic History based on the work of the Council's two previously commissioned LGA-wide heritage studies in 1986 and 1998
2. Prepare a Heritage Study with proposed heritage items and conservation areas, and including individual State Heritage Inventory (SHI) sheets.

Thematic History objectives

- Take as its starting point the council's two previously commissioned LGA-wide heritage studies in 1987 and 1998.
- Draw upon published histories and site-specific heritage reports, and incorporate new information from early maps, land title information, historic photographs, early newspapers, archive materials, information held in local archives and information provided by the community.
- Focus on built, landscape, European archaeology and movable heritage sites, with particular attention paid to identifying Coffs Harbour's local sense of place, post-contact historical development, and the various phases in Coffs Harbour's history, including WWII and late 20th century historic phases.
- Create a revised, enlarged and updated Thematic History of the LGA using the NSW historic themes.

Heritage Study objectives

- Follow the guidelines set out in the Heritage Branch publication, *Community-Based Heritage Studies: A Guide*.
- Provide for wide-ranging input by the local community in the identification and assessment of local heritage items and conservation areas via a Heritage Study Working Group made up of community members and council staff.
- Consult extensively with the Heritage Study Working Group and other community groups throughout the project.
- Address an expanded understanding of Coffs Harbour's cultural heritage to take in post-WWII development, iconic sites, the contribution of multicultural groups, newly identified types of heritage and newly identified historic themes.
- Compile a list of known and new proposed heritage items, archaeological sites and conservation areas based on existing heritage registers, previously identified sites, and new proposals.
- Locate, research, assess and photograph all proposed new items.
- Prepare detailed inventory sheets using current SHI software for existing and new proposed heritage items, archaeological sites and conservation areas.
- Update existing inventory sheets to reflect changes to the Heritage Branch assessment criteria since the previous heritage studies were completed.
- Provide recommendations for forwarding the nomination of proposed items and for the ongoing, future management of Coffs Harbour's heritage.

Limitations

Due to the limitations of the timeframe and budget, the Thematic History was not able to include extensive research of original archive materials held at the State and national levels.

Due to the specialist skills required and issues of cultural sensitivity, the Thematic History did not address in detail pre-contact and post-contact Aboriginal history and archaeology.

Report format/structure

This Heritage Study is presented in five parts:

- Part 1: Introduction
- Part 2: Thematic History
- Part 3: Results and recommendations
- Part 4: Lists of proposed items and HCAs, demolished and deferred sites
- Part 5: State Heritage Inventory (SHI) sheets (SHI database) – see note below.

Note on Part 5: State Heritage Inventory (SHI) sheets

The inventory sheets for all of the proposed items and HCAs have been entered into the SHI database software provided by the NSW Heritage Branch. This CHCC database will eventually be incorporated within the State-wide SHI database and available online through the website of the NSW Heritage Branch.

Hard copies of the individual listing sheets for the recommended heritage items and conservation areas within this Heritage Study are available through CHCC. They are not included in this report due to the large number (approximately 600 individual listing sheets).

Author

The author of this report is Robin Hedditch, heritage consultant.

Heritage Study Working Group

A Heritage Study Working Group was established in April 2012 following two advertisements in local newspapers calling for expressions of interest. Between May and August, the committee made up of approximately 10 community members and local council staff met with the heritage consultant on a regular fortnightly basis and provided wide-ranging and extensive advice on potential items and assistance with site visits around the LGA.

Then followed a period of several months where the author, assisted by the members of the Heritage Study Working Group, travelled extensively around the LGA locating and photographing proposed items.

The author then prepared SHI forms for each individually nominated property and proposed conservation areas. The author also conducted supplementary historical research and comparative analyses with similar items in the local area and in the NSW Heritage Branch SHI database.

The author was also assisted by many members of the community outside the Heritage Study Working Group who nominated possible items and provided information and photographs.

Acknowledgements

The assistance of the following is gratefully acknowledged:

Heritage Study Working Group members: Karen Filewood, Terrie Beckhouse, Pam Worland, Jan Arnett, David Greenhalgh, Sikiki Paufa-Rex, Ann Kennett, Clyde Treadwell, Marten Bouma.

Also, Geoff Morrow, Glenreagh-Dorrigo Mountain Railway, Jenny Freeman, Collection of Red Rock History, Diane Kingsford-Smith, Doug Hoschke, Lester Tolhurst, State Library of NSW, NSW State Records, National Archives, Coffs Harbour City Library, Coffs Harbour Regional Museum.

Part 2: Coffs Harbour Thematic History

Notes

This Thematic History relies heavily on the Thematic History prepared by Cynthia Hunter for the 1997-1998 Heritage Study prepared by EJE Planning, as well as Neil Yeates' history of Woolgoolga and his two-volume history of Coffs Harbour. A complete list of sources appears at the end.

Due to the specialist knowledge required, this Thematic History does not address Aboriginal pre-contact and post-contact history.

The focus is on the European settlement of Coffs Harbour (built, landscape, European archaeology and movable heritage sites) with particular attention paid to identifying Coffs Harbour's local sense of place, post-contact historical development, and distinctive phases in Coffs Harbour's history, including WWII and late 20th century historic phases.

Each section includes a list of historic themes based on the NSW Historic Themes framework, which provides a context within which the heritage significance of an item can be understood, assessed and compared. The themes are numbered according to category and help to explain why an item exists, how it has changed and how it relates to other items linked by the theme.

Early European settlement (1840s – 1870s)

The Coffs Harbour area was explored and settled relatively late in the 19th century. Maritime exploration of the northern NSW coastline was difficult due to a lack of natural harbours north of Port Stephens, and land-based exploration was hindered by dense forests and the large number of rivers that needed crossing.

Few northern rivers were navigable or allowed easy landings. Exceptions were the Clarence River explored in 1839 and the Bellinger River discovered in 1841.

Early coastal shipping routes between the convict settlements of Sydney, Newcastle, Port Macquarie and Brisbane bypassed this area of the coast, and the inland exploration of northern NSW and southern Queensland after Allan Cunningham's expedition of 1827 led to an inland road linking Kempsey to Grafton by way of Ebor.

As a result, the northern coastline of NSW was generally overlooked, and the area broadly covered by the modern-day Coffs Coast remained remote and sparsely settled by Europeans until well into the 19th century.

John Korff (1799-1870)

The first European known to visit Coffs Harbour was John Korff in the 1840s (after whom Coffs Harbour is named).

John Korff was born in London of part-German ancestry on 7 September 1799 and was apprenticed to the Royal Naval Dockyard at Deptford, qualifying in shipbuilding and naval architecture. He later ran a private shipyard, building and repairing ships, before emigrating to NSW in 1835.

He arrived with a letter of introduction to a local shipping entrepreneur, Edye Manning and his first major task was to salvage the hull and machinery from the steamship, *Ceres*, which had been wrecked at Norah Head in 1836. The two men then set up a shipbuilding yard on the Hunter River where Korff built a new hull to house the *Ceres'* refurbished machinery. This and other vessels were built at this yard around 1841, with the salvaging of two other wrecks, the *SS Clonmel* in 1841 and the *SS Phoenix* in 1850.

Korff's wife and children arrived in 1840 and his sons joined him in shipbuilding. It appears that Manning also had shipbuilding yards in Port Jackson, on the Clarence and possibly also in Brisbane. Manning's ketch, *Brothers*, worked the north coast shipping route for many years in the 1840s, and in 1841 Manning's steamship, the *SS Phoenix*, became the first regular steamship to ply the route between Sydney and the north coast.

John Korff's association with the place later to bear his name occurred in the 1840s when he and his ship, *Brothers* took shelter during a gale in the lee of South Coff Headland. He is said to have remained there for four days during which time his sons, Frederick and Gordon, went ashore.

It has been variously claimed this event took place in 1845, 1847 and 1850. Some even claim the event never took place at all.

Despite the historical uncertainty, John Korff is generally credited as the 'discoverer' of Coffs Harbour, and several other local places bear his name: North Coff Island now known as Muttonbird Island, South Coff Island now known as Corambirra Point, Korff's Islet, Coffs Creek and Korff Street. 'Korff's Harbour' became Coffs Harbour through a spelling error in

the *NSW Government Gazette* which declared Reserve 15 at Coffs Harbour comprising 960 acres on 24 December 1861.

Following Korff's visit, no European settlement occurred. However, the governments' decision some 20 years after Korff's visit to reserve land for a harbour and future township suggest that the area's suitability as a shipping port and harbour had not escaped the notice of authorities.

Cedar-getting and the first European arrivals (1860s–1870s)

The first Europeans arrived in the Coffs Harbour area in the 1860s. This was relatively late compared to nearby settlements along the Clarence, Macleay, Nambucca and Bellinger Rivers. Once again, the late development of Coffs Harbour was due to geographical factors – the lack of a navigable river, difficult sea and land access, and the barrier of the Great Dividing Range escarpment which, at Coffs Harbour, reaches down to the coast.

Cedar-getters had been gradually working up the coast from Port Macquarie and down the coast from the Clarence from the 1820s and through the 1840s and 1850s. Working north from Port Stephens in the 1820s, cedar-getters reached the Hastings River in 1823, the Manning River in 1828 and the Macleay River in 1830. By the 1840s they had reached the Nambucca and the Bellinger Rivers. From the north, the Richmond River was logged in the 1840s. By 1845 timber-getters had come as far south as the Bellinger River and in the 1850s they began working the Dorrigo plateau.

The first two cedar-getters to reach the Coffs Harbour area reflect this pattern of convergence from the north and south. Walter Harvie (1844-1932) arrived in the area from the Bellinger via Bongil (Bonville) Creek, while John Bayldon and his family (who had emigrated from Yorkshire in 1855) came overland from the north in 1871, via hauling their belongings by bullock dray from the Clarence.

Walter Harvie is considered the area's first settler and it is thought he arrived around 1865-1866 (the date is sometimes given as 1870). He first logged Bongil Creek, setting up his camp in what is now Sawtell Reserve. He was then directed to Coffs Creek by local Aboriginals where he set up his second camp on the north side of Coffs Creek near the present-day showground. From there he worked up Coffs Creek to the Red Hill area.

John Bayldon bought land between Bongil and Boambee Creeks which he named 'Boambi Run'. He built a large slab house and planted vegetables gardens and an orchard.

Both men are closely associated with what later became Sawtell. The site of Walter Harvie's campsite is marked by a plaque in Sawtell Reserve, and the site of John Bayldon's house, possibly the first European building in the area, was nearby, overlooking Bongil Creek, on what is now Lyons Road.

In addition, the site of Walter Harvie's campsite on Coffs Creek is now known as 'Walter Harvie's tilting ground' (where sawn logs were lowered into the creek using a winch and pulley to be floated out to sea). Walter Harvie logged cedar in Coffs Harbour for 6-7 years. Bullock teams were used to pulled cut logs down to the Coffs Creek campsite where they were squared and cut into seven-foot lengths. This length was useful for joinery and furniture. From the camp, the logs were floated down to the mouth of Coffs Creek and hauled by bullock team across the beach. A ship waited at anchor near North Coff Island and the logs were winched out to sea and loaded onto the ship using a derrick.

After leaving Coffs, Walter Harvie returned to the Bellinger River, settled in Raleigh to become a farmer and ferry operator. He then moved to Bonville and later lived in Coffs Harbour where he retired and wrote a valuable account of his early days of Coffs Harbour. He died in 1932.

In the 1870s more cedar-getters arrived and generally followed Harvie's practice of hauling logs out of the forest using bullock teams and then floating them down Coffs Creek to the beach and waiting ships. Many timber loads came to grief on the steep sides of Red Hill but one of the greatest difficulties was floating the logs down the creek as loggers had to wait for a high tide, often at night, and needed to bind the logs together with chains to form a floatable raft.

Later, to avoid the procedure of rafting logs, a new road was cut, roughly following present-day Albany and Victoria Streets to Beacon Hill where the logs were rolled down the hill to the beach at the south corner of the harbour.

In the 1870s, cedar-getters also worked their way up the Orara Valley. From there, the cut logs took a different route. They were rafted down the Orara River, following heavy rain, to Coutts Crossing, near Grafton. From there, they were hauled overland by bullock team to South Grafton and floated down the Clarence River.

Much romance, now and then, surrounds the activities of the cedar-getters. They were definitely precursors to more permanent settlement by others, but their activities attracted a great deal of criticism, especially what was considered the profligate squandering of natural resources. Fortunes could be made by harvesting 'red gold'. For example, it was

estimated in the 1860s that the cedar within a 300-acre area on the Tweed River was worth between £8000 and £10,000. The industry was largely unregulated. While the Government attempted to regulate the industry via licenses and quotes, this was difficult to control given the remoteness from capital cities.

In 1841 it was estimated that over 200 licensed cutters were working on the north coast but the unofficial figure was almost certainly many more than that, and quantity restrictions set by the government went unheeded. Not only was there concern over the uncontrolled quantities being harvested, the amount of unnecessary wastage was also a major issue.

The historian James Jervis writing in the 20th century, quotes a complaint made about cedar-getters in the 1860s: '*Sawyers are a wasteful set of men. They destroy more timber that they use. They cut and square only the very best parts of the tree, leaving great masses of cedar which would fetch a great price in the market, to rot unheeded ... They destroy young trees too, with most culpable carelessness, ... wishing to seize on the present advantage ...*'

Squaring logs was seen as a major problem. Logs were squared before transporting them to make them safer because they could not roll so easily. However, squaring wasted much valuable timber.

Concern over the depletion of forest timbers and the failure of the system of quotas and licences led the NSW Government to gazette the first forest reserves in the 1870s. In 1877 the Forestry Conservation Branch was set up within the Lands Department, and tracts of land were withdrawn from conditional purchase by selectors. The intention was to preserve the remaining cedar reserves, an early example of government-managed forestry.

However, by this time, the cedar reserves were running out and land clearance had begun in earnest by early settlers who followed in the wake of the cedar-getters. The devastation of the forests which had begun with the cedar-getters was accelerated by pioneers clearing land for farming. Large-scale tree felling, burning and ringbarking took place and the raw landscapes of tree stumps and burnt earth created by clearing are visible in many early photographs.

By 1881 there were 461 forest reserves in NSW and by 1888, there were 1000 reserves totalling two million hectares. The success of these reserves, however, was limited by the lack of any defined policy for their management or protection, and there continued much illegal logging and land clearing, and lobbying by settlers for land to be surveyed and released for selection.

The discovery of gold (1881)

The other significant event of the early development of the Coffs Harbour area was the discovery of gold in the 1880s. It resulted in a sudden, large influx of people and represents the second wave of European arrivals to this part of the north coast.

Gold was discovered in 1881 when two brothers called Sharpe, discovered a nugget of gold-bearing quartz in an abandoned campsite in the Orara Valley. They located the mother lode and the Lady Matilda mine was the first gold mine operation in the area.

Other reefs were quickly discovered and the Illabo, Caledonian, Jubilee and other mines came into operation. The Orara Goldfield was proclaimed on 12 August 1881 and a mining warden's office opened at the new settlement of Nana Glen to process mining licences (this office was later transferred to Coramba when the new police station opened in 1898).

Some mines were rich and profitable; others not. 1897 is considered to have been the best year for gold mining in the Orara, with almost 9000 ounces retrieved, and an overall total of nearly 38,000 ounces recovered by 1961. Intense and short-lived as are many gold rushes, the effect on Coffs Harbour was immediate in drawing new people to the area and increasing the supply and demand for roads, services, food and supplies.

However, like the cedar-getters before them, the miners and their families were not necessarily permanent arrivals and many left once the gold petered out in search of fortunes elsewhere.

Heritage items and locations

This period of Coffs Harbour's development was characterised by a small number of itinerant and semi-permanent settlers, a great deal of timber getting and frantic gold mining, basic communication, and transport primarily by sea with roads little more than bush tracks.

The result is few surviving built remains. The evidence of European activities tend to survive as archaeological sites, with the known locations of Walter Harvie's campsite, his tilting ground on Coffs Creek, the site of Bayldon's house on Lyons Road, the line of early tracks and roads, and the remains of gold mining activities, often abandoned workings in the bush.

One exception to this is early pioneer gravesites. Recent dedicated research has uncovered a number of pioneer gravesites from this early period of white settlement in the Coffs Harbour area. These sites, where they can be located and verified, form an invaluable

record of pioneer settlement and some of the earliest built relics. They are of the highest local significance.

Historic Themes

3 Developing local, regional and national economies Exploration
3 Developing local, regional and national economies Forestry
3 Developing local, regional and national economies Mining
9 Marking the phases of life Birth and Death

First permanent settlements (1880s–1905)

In the first volume of his history of Coffs Harbour, Neil Yeates reproduces from a 1926 publication, 'Hats off to the old pioneers', a list of the settlers who arrived in the first 10 years (ie 1880 to 1890). With the exception of Walter Harvie, who according to the booklet, arrived in 1870 (and who was still alive in 1926), all the other settlers arrived no earlier than 1880, with James Small the first man to select land in Coffs Harbour in 1880.

Contemporary accounts in 1883 by visitors to Coffs Harbour, arriving via Glenreagh and the Orara Valley from Grafton, note the number of small farms already established with crops such as sugar cane, bananas, vines, fruit trees and maize (quoted in Yeates, Volume 1, page 22).

The Government Surveyor, H A Evans laid out a town plan for a new village at present-day Coffs Harbour in 1886. He acted under instructions from the District Surveyor, William Braylesford Greaves, after whom it appears Evans wished to name the new town. When the plan was published in the *Government Gazette* in 1886, the town's name appeared as 'Brelsford'. By this time, the fledgling settlement was informally known as Coffs Harbour and the official name of Brelsford was dropped in 1897. The first sales of land were held in Kempsey on 8 February 1888 when 20 half-acre lots were offered, bounded by High, Albany, Gordon and Earl Streets.

With the uptake of rural land cleared after logging and the laying out of Coffs Harbour village, the small pioneer population expanded and permanent settlers started arriving and setting up small farms. A common pattern was for a selector to arrive first as a timber-getter and, as their selection was progressively cleared, turned it over to farming.

From information in Neil Yeates, Volume 1, the first shop appeared in the early 1880s to service the small town and farming communities. The first was Rudolph Graff's at the northern end of Castle Street, across the creek from Walter Harvie's tilting ground. Another

serving wines and meals was set up by Lawrence McKenna north of Coffs Creek which was later transferred to the site of the Fitzroy (Coast) Hotel and became the Cricketers Arms. One of the most well-known shops was Carrall's Cottage which stood on present-day Gordon Street. In 1880 it was the delivery point for the once-weekly return mail run between Grafton and Fernmount.

The first postal and telegraph services

With the success of farming, residents began agitating for better services. Petitions were made in September 1880 and April 1881 for the establishment of a regular postal service with a Postmaster General. At this time a weekly return mail service operated between Fernmount and Grafton via Glenreagh but it was unreliable due to the condition of the road and the weather. In February 1882 Coffs Harbour gained a Receiving Office and, despite petition by locals for this to be upgraded to full Post Office status, this didn't occur until August 1890.

The reasons for the government's refusal of the requests is quoted in Neil Yeates, volume 1, page 29:

'*One has only to visit Coffs Harbour, so called, to realise the absurdity of the application. There are no signs of even a village settlement yet, the one roadside inn doing a very small business. The store is mostly closed and the traffic on the road is very limited, the only signs of activity being when the timber-getters bring the logs occasionally to be floated down the tidal creek to the bay to be shipped.*'

This reveals that during the 1880s timber-getting was still the major activity and, while the population was growing, it was mostly via sparse settlement in rural areas rather than by the concentration of people in small villages.

Early sugar milling

One of the first crops grown by local farmers in the frost-free coastal areas at Coffs Harbour was sugar cane. However, harvested canes were bulky and difficult to transport and its as a crop success relied on local milling and sugar extraction. Various small sugar mills were set up at Boambee, North Boambee Creek, Moonee and Woolgoolga.

One of the most successful was James Small's mill at Korora which began in 1885. He planted 30 acres of sugar cane and this, when combined with the same amount from neighbouring farms, was enough to make the mill economically viable. Another successful sugar mill was established by William Pullen in Woolgoolga.

Without a jetty at this time, transporting sugar cane to Sydney was difficult as it required loading it onto ships from the water which was risky. This early experiment in farming and fluctuations in the price of sugar in the 1880s eventually put Coffs Harbour's small sugar mills out of business while the larger Colonial Sugar Refining Company on the Clarence prospered.

Early banana farming experiments

Coffs Harbour's first banana plantation was set up in the 1880s by Hermann Rieck. Another was planted at Korora around 1911 which grew to about 20 acres by 1918. These were the first attempts to grow to what would later become Coffs Harbour's signature fruit crop. However, at this stage while profitable, the industry remained small and local.

Dairying

Following in the wake of the cedar-cutters came the dairy farmers, often the same men, who after cutting out the cedar from their selections, cleared the land and turned it over to dairying. In doing so, they become the area's first permanent settlers. Cows were plentiful as they had been used to breed bullocks for the cedar-getting teamsters, and the rich soils exposed after forest clearing were ideal for raising dairy herds.

The success of dairying on the north coast at this time was also assisted by technological advances. NSW's first imported mechanical Laval cream separator (patented in 1878) was in operation in Kiama in 1884, revolutionising the local industry. Its introduction meant that farmers didn't have to wait a whole day for the cream to separate and be skimmed off by hand. It also meant that separated cream and butter, which survived transport better than untreated milk, could be produced at greater distances from the markets, ie Brisbane and Sydney, cost less to transport and made the industry much more profitable. This led to the rapid expansion of the dairy industry to the Illawarra, far south coast, central coast and finally the north coast.

The other big factor in the development of north coast dairying was the rise of the cooperative movement. The cooperative movement was particularly successful among dairy farmers (eg the Mid-Co and Norco cooperatives) but it extended into many industries, some of which still survive, such as fishing cooperatives, retail cooperatives, the Banana Growers Federation (BGF), and local community credit unions. In the case of dairy farmers, the cooperative movement led to the setting up of butter factories for large-scale milk and butter processing and organised long-distance transport, all of which helped the profitability of the industry.

In the Coffs area, Coramba was the centre of the dairy industry. According to Neil Yeates, vol 1 p 62, Colin Buchanan of Karangi was the first farmer to acquire a cream separator in 1898 and following his sudden death a few months later, local farmers banded together and began making butter using his separator on a cooperative basis.

The Orara Dairy Farmers Cooperative Society was formed in 1897. In 1901 they built a butter factory on Gale Street near the Orara River at Coramba where St Therese Roman Catholic Church now stands. By 1908 the factory was averaging six tons of butter per week. Production increased as more land was turned over to dairying. By 1915 there were 115 farms supplying milk. In 1925 a bigger factory was built across the river. By this time, 140 local farms were supplying cream. The building of the new butter factory coincided with the arrival of the north coast train line in 1922 and the opening of the Dorrigo-Glenreagh branch line in 1924 which meant local farmers could easily and quickly transport their butter beyond Coramba to the Sydney and Brisbane markets.

In 1906 Cecil Herdegen set up a cheese factory at Bonville which he later moved to Fridays Creek, and in 1910 a butter factory was set up in Coffs Harbour on the corner of Edgar and Mildura Streets and later moved to a site on the road to the jetty. Milk in cans was collected by horse-drawn carriage. By 1917 there were 80-90 suppliers within a 15-mile radius of Coffs and the factory was averaging 200 tons of butter a week. Of this amount, 60 tons was sold locally, 100 tons went to Sydney and 40 tons exported to London. This average was maintained through the 1920s.

The Fernmount–Grafton road (1885)

By early 1884 a new section of road from Moonee to Grafton had been completed with tenders accepted for the section from Moonee to Coffs Harbour. It was also noted in the *Clarence and Richmond Examiner* that the road from Fernmount to Coffs Harbour had been cut but not yet trafficable due to a lack of crossing over the Bellinger River. By 1885 bridges at Pine Creek (present-day Korora) had been completed and the road was open between South Grafton and Coffs Harbour.

Government jetties: Coffs and Woolgoolga

A great deal is already known about the jetties at Coffs Harbour and Woolgoolga through government records and previous research by local historians. Their histories will only be summarised here with more detailed information available through published and government records.

As loading places along the lucrative north coast shipping route, both Coffs and Woolgoolga suffered from a lack of convenient port facilities. Goods had to be loaded and unloaded via

surf boats to and from steamships at anchor in deeper water which was slow and dangerous, especially in rough seas.

From 1885 onwards a constant stream of representations were made for government-built jetties to be provided.

The jetty at Coffs Harbour was approved in late 1889 with the tender closing in January 1890. The tender and construction of the Woolgoolga jetty ran concurrently.

The tender for the Coffs Harbour jetty was won by Thomas Lawson who arrived in 1890 with a team of 12 construction workers. Work was sometimes hampered by bad weather, at one time, 300 feet of the jetty was washed away in a violent storm, but work continued without interruption until August 1892 when the jetty was completed and included a narrow-gauge train line and five ton steam-operated crane at the seaward end for loading vessels.

The jetty was made of local hardwood and measured 1641 feet long and 21½ feet wide. The total cost, while subject to some debate, is usually quoted as £12,482.

In 1897–1898 a small crane was installed at the shore end to help with the loading and unloading of drays, and the original five ton crane was replaced with 10-ton steam-powered derrick crane. The use of a crane with a jib allowed boats to be loaded at some distance from the jetty, to avoid them bumping against the jetty in stormy weather.

Later, various improvements included the widening of the narrow gauge train line to standard gauge, widening and strengthening of the jetty, and in 1914, lengthening the jetty by a further 320 feet. The steam-powered cranes were eventually replaced with electric ones in the 1940s as well as flood lighting added in 1947.

The government jetty at Woolgoolga was approved and put out to tender at the same time as the Coffs Harbour jetty. It was similar in construction and included a single railway line and steam crane. Work started in 1889 and the jetty was completed in 1892. It was slightly shorter than the Coffs jetty, being 475 metres (1425 metres long) and was 10 metres wide (30 feet wide).

The two jetties, at Coffs and Woolgoolga, did not provide the instant boon to the development of the Coffs area as expected, though they did improve loading facilities. For example, Coffs Harbour was only visited by one vessel per week even after the construction of the jetty.

In 1890 Commander F Howard of the Royal Navy was commissioned to survey both Coffs Harbour and Woolgoolga harbours for future improvement works and it had long been thought that Coffs Harbour would eventually require breakwalls to protect the harbour against strong seas. Howard's plan also realigned the road from the jetty to Harbour Street (present-day Park Avenue).

Hardwood timber milling and associated tramlines

One of the main prompts for the further development of Coffs Harbour was the growth of hardwood timber milling, as opposed to the early cedar-getting which, by 1885, was mostly defunct.

There were existing nearby milling operations at Raleigh and further north in the Northern Rivers area and there had been two early local small-scale timber mills in Coffs Harbour – one set up by George Mills in Moonee Street in the early 1890s to cut and supply timber for the construction of the jetty and another at the jetty set up by William Best, but both mills were temporary and had ceased operations by 1903. Best's mill was marked on Commander Howard's 1890 plan of the jetty as 'Travelling Saw Mill camped thereabouts'.

The emerging hardwood timber industry had very different requirements to those of the earlier cedar-getters. For large-scale permanent timber operations, better roads, local sawmilling operations and transport by rail to modern loading facilities were all required.

As a result, much more capital was needed and the industry moved away from local travelling sawmilling and logging operations to large venture-capital experiments and company-based operations. One of the first was the Commonwealth Lumber and Shipping Co Ltd which issued a prospectus and advertised a public share issue in the late 1890s. Part of the plan involved the acquisition of a lease of 20 acres at Coffs Harbour jetty and over 3,00 acres of dense forest in the Nymboida area with tramlines linking the two. The plans never materialised but, as Neil Yeates has observed, the later development of the hardwood timber industry closely followed these first proposals.

The first permanent hardwood timber mill in the area was in Coramba, established in January 1903 by William Shaw. It was cutting 22,000 super feet of ironbark per week for export to New Zealand via Sydney. It was loaded at Coffs Harbour which, at the time, was visited by two ships a week, the 'Dorrigo' and the 'Cavanba', each travelling north and south.

Later in 1903 a mill was set up in Coffs Harbour by George Wallace Nicholl. About a year later, Nicholl died and his business was bought first by the North Coast Steam Navigation

(NCSN) Co and soon after by the British Australian Timber (BAT) Co. Nicholl's timber mill was located a short distance from the jetty on the road to Coffs Harbour and was soon joined by another mill, Pike and Co, which burnt down in 1906.

The BAT Co, after acquiring Nicholl's mill, began constructing tramlines to transport logs from the surrounding forests to the jetty. The first tramline went northwards from the jetty across Coffs Creek and to the base of Macauleys Headland and continued for a mile or so after, crossing what was then known as Woolgoolga Road near the present-day Big Banana. The line was extended as areas were logged. In 1908 it was extended to West Korora and the Bucca Creek Basin, and was extended again in 1912.

In 1905 a local entrepreneur Henry Edgar Day applied for a tramline lease to build a tramline running south from Coffs Harbour jetty across the north arm of Boambee Creek and west towards present-day Englands Road. In 1906 he applied for extensions to go further into Upper Boambee. These were part of a larger plan to construct a timber depot and private jetty near South Coff Island which never eventuated and, after building the tramlines to the Boambee forests, Day forfeited his leases in September 1911 and the tramlines were taken over by the Coffs Harbour Timber Co which had established timber mills at Bonville and Boambee.

Logs from Bonville and Boambee were then taken to Coffs jetty via these tramlines and many locals have since confused the ownership of these tramlines as BAT Co tramlines.

According to Neil Yeates, from about 1905 these large-scale timber milling operations gave such an enormous boost to the growth of Coffs Harbour that the term 'the lift of 1905' was coined to describe the impact. Shipping visits increased. From two ships a week in both directions in 1903, Coffs Harbour jetty was receiving about eight a week (over 400 a year) in 1906 and traffic remained at this level for the next 10 years. In 1905 a direct shipping route between Coffs, Woolgoolga and Sydney was set up by Langley Brothers who had timber milling interests in the area, and a specially built vessel, the *SS Fitzroy*, entered service from 1912. It has been estimated that the quantities of hardwood shipped from Coffs Harbour increased from 2.75 million super feet in 1907-1908 to 7.5 million super feet in 1916.

Numerous sawmilling operations sprang up around the Coffs area and some timber was cut and transported the old-fashioned way using loggers and bullock teams, but the BAT Co operations at both Coffs Harbour and Woolgoolga remained the largest and most influential. Two more BAT sawmills and associated tramlines were built at Boambee and Bonville in 1912. The Boambee mill was on Englands Road and closed in about 1917, and the Bonville mill was opposite the present-day Crossmaglen Public School and continued until

March 1931. When the North Coast railway line came through in 1915, the BAT Co took up some of their tramlines and relaid them from the Boambee and Bonville mills to two special sidings called Nondaville and Mahratta.

Prior to the First World War the timber industry suffered a downturn and at the outbreak of war, timber exports were disrupted. This meant the busy shipping routes slowed down and timber mills closed. The Coffs Harbour Timber Mill at Boambee closed in 1914 and the BAT Co sawmill at Coffs Harbour jetty has been closed for about a year before it was destroyed by fire in January 1915.

According to Neil Yeates in his history of Woolgoolga, the main reason for the local campaign by Woolgoolga residents for a government jetty was for the export of sugar cane, which held great promise for the future. However, shortly after the jetty was finished in 1892, the price of sugar fell suddenly to an unprofitable level and local sugar mill owner, William Pullen converted his mill to timber. The BAT Co had built a mill in 1888 and by 1892 there were four other timber mills in the area.

Like it did in Coffs Harbour, the BAT Co built a narrow-gauge tram line in 1907 which brought timber down from the forest to the mill at the jetty and then to the jetty itself. Another was built by the Great Northern Timber Company whose 1912 mill was near the present bowling club.

Woolgoolga's hey day as a timber export town was relatively short-lived. Timber stocks were quickly depleted and, as in Coffs Harbour, milling operations began winding down before WWI, with the trend accelerating after the war.

The North Coast Railway (1911–1922)

Once again the history of the coming of the railway to Coffs Harbour has been extensively researched and has only been summarised here, with information taken from already published sources.

The push to extend the North Coast railway from Maitland to South Grafton began with a Parliamentary Inquiry in 1903 with the economic case for a railway being debated along with the route it should take. Locals giving evidence at the inquiry which convened at Coramba and Coffs Harbour, cited the growth of the sugar cane, dairying and timber industries and the unreliability of coastal shipping to press their case. Most locals, except from Woolgoolga, favoured the inland route via Glenreagh rather than the coastal route via Bucca Bucca Creek and Woolgoolga.

Construction began in 1911 with Coffs Harbour the meeting point of two sections, one built north from Raleigh between 1911 and 1915, and the other south from Grafton down through Glenreagh and Coramba completed between 1915 and 1922.

Once completed, the new section from Raleigh to Coffs allowed dairy farmers from the Bellinger Valley to send their milk and butter to Sydney via Coffs Harbour. The train made two trips a day, taking one hour to cover the distance between Raleigh and Coffs.

Finishing the section between Coffs and Glenreagh involved a steep ascent at Red Hill and several tunnels. This slowed down work and required a great many additional workers. For a short time, a temporary township, Coffs Heights, was set up to house the railway workers. Single men were housed in tents and men with families housed in huts built from timber and tarpaulins with a kitchen chimney at the back. A social hall which also doubled as a school room was built by the construction company, Norton Griffith, and water was pumped to tanks and fed by gravity to the camp sites. There was even a short-lived public school, Coffs Heights Public School, operating from April 1916 to June 1918. As work progressed, the campsites of the workforce moved, from Coffs to Coramba to Glenreagh until the section was complete in 1922 (the section from South Grafton to Glenreagh having been completed in 1915).

The Glenreagh–Dorrigo branch line (1924)

During the early 1900s, the settlers on the Dorrigo Plateau began an intensive campaign to link the area to the projected North Coast Railway Line. In 1903, Public Works Committee considered a line from the North Coast to Dorrigo and thence inland to Guyra, in connection with the proposed Casino-Tenterfield line. Three possible routes for the coastal portion of the line were investigated: Coramba-Dorrigo, Coffs Harbour-Dorrigo (the 'Bonville Route'); and Glenreagh-Dorrigo, via Bushman's Range.

The Glenreagh to Dorrigo route was ultimately chosen. On 28 December 1910, the *Glenreagh to Dorrigo Railway Act* was passed but construction by Norton Griffiths didn't begin until 17 August 1914. Over the next few years the work progressed but stopped on 28 March 1917 with the suspension of Norton Griffiths' contract. Work resumed on 12 March 1920, almost three years later, with only 4.75 miles (7.6 km) laid. The weather and the terrains required heavier works and materials and as a result, costs increased. The line would be among the most expensive lines to be constructed in New South Wales.

Upon completion, the Dorrigo Branch was 43 miles 16.5 chains (69 km) long, with 11 stops, 12 sidings (mostly servicing timber mills), 15 bridges and two tunnels. The first (unofficial) train to Dorrigo arrived at the incomplete station on 27 September 1924, and the complete Glenreagh to Dorrigo line was officially opened on 23 December 1924.

The main stops along the line were, from Glenreagh to Dorrigo:

- Glenreagh: opened in October 1915 and the junction with the North Coast Line.
- Timber Top.
- Reids Siding.
- Moleton: was located near Mole Creek and had a small platform and siding.
- Lowanna Station.
- Ulong.
- Brooklana Station.
- Mulhearn's (later Lloyd's (1942)) Siding.
- Cascade.
- Briggsvale: had a 100 ft platform and one dead-end siding serving a local saw mill.
- Wild Cattle Creek (later Megan).
- Leigh: the highest station on the line.
- Dorrigo: the terminus.

Lowanna Station was the largest and only attended intermediate station on the line, and was primarily a goods (timber) station.

Little changed until 1956, though rumours of large losses and possible closure constantly circulated. From 1 December, 1957, passenger services ceased and diesel replaced steam locomotives in the late 1950s.

In October 1972, after a series of washaways, it was decided to do no further repairs, effectively closing the line. The last freight train to run on the line was on 27 October 1972 and line was officially closed on 20 September 1975.

The Coffs Harbour breakwalls (1913-1928)

The need to create calmer waters to assist Coffs Harbour's development as a shipping port had been recognised in the late 19th century and noted by Commander Howard in his 1890 maritime surveys of Coffs Harbour and Woolgoolga. In the early years of the 20th century the idea was put forward several times by various advocates and in 1912, the scheme proposed by engineers, Messrs de Burgh and Keele was accepted. (Mr de Burgh was Chief Engineer for Harbour and Water Supply.)

The scheme involved linking North and South Coff Islands to the mainland and building an additional ocean breakwall from South Coff Island in a north-eastern curve to create a sheltered harbour. Additional jetties were proposed at South Coff Island but these were never built.

Work began on the south side of the harbour in 1913 with the construction of a timber viaduct (trestle bridge) linking South Coff Island to the mainland in order to set up a quarry

at South Coff Island to supply the rock for the northern breakwall. By 1915 the quarry was in full operation and a tramline had been built to transport rock from South Coff Island along the shoreline to the northern breakwater. This tramline also utilised part of the existing Coffs Harbour Timber Company tramline that had been built by Henry Edgar Day in 1905.

At the same time, the viaduct was progressively covered over with fill from the quarry until the sea was closed off and South Coff Island was joined to the mainland. This work was completed in 1928.

The northern breakwall involved linking North Coff Island (Muttonbird Island) to the mainland. Originally the contract was issued to Norton Griffith but the arrangement fell through and NSW Department of Public Works took over the work in May 1917 with about half of the northern breakwall completed.

The work was completed on 24 May 1924. For several years following, the stonework was left to settle before being capped with concrete. This was done over time until July 1935.

Work on the curved eastern breakwall began in 1918 but there were major delays and setbacks as the breakwall was washed away several times in storms.

In 1926 the works were inspected by visiting UK engineer, Sir George Buchanan, who was inspecting Australia ports on behalf of the Commonwealth Government. Buchanan had several concerns with the plans. The concrete blocks and the stone from the quarry were not large enough, the sea face of the northern breakwall required additional protection, and the overall plan would not provide sufficient shelter as the created harbour enclosure would still be exposed to storms from the ENE to ESE directions. At the time of his visit both breakwalls suffered damage from storms.

His advice was to use larger, 100-ton concrete blocks and to curve the eastern breakwall further eastward and extend it to 2,300 feet in order to leave only an entrance gap of 650 feet between North Coff Island and the eastern breakwall. Buchanan also anticipated the problem of sand build up within the harbour.

Only part of Buchanan’s advice was heeded. Larger 40-ton concrete blocks were deployed and the eastern (ocean) breakwall was extended to 1,530 feet but his suggestion to rebuilt it on a different alignment was not taken up. On 6 October 1939 the eastern breakwall was completed with the concrete capping occurring in stages over the next 2-3 years.

South Solitary Lighthouse (1880)

Detailed information on the design and construction of South Solitary Lighthouse can be found in many published sources and a Conservation Management Plan had been prepared. Only the main details are included here.

Construction of the South Solitary Lighthouse began in July 1878. Thoughts of a lighthouse for coastal shipping had been initially suggested in 1856 and again in 1863. Following the wreck of the ship 'Carry Well' in 1865 pressure from locals for a lighthouse increased as ships began bypassing the area because of the dangers. It wasn't until 1876 that the decision was made to proceed. Designs were drawn up by the Colonial Architect (James Barnet) after a visit to the island in 1877. Tenders were called in June 1878 and the contract awarded to John Macleod.

For two years from 1878 a temporary light was ignited every night, presumably by the construction team who were living on the island. The difficulties of embarking and disembarking on the island, construction during bad weather and the supply of materials to the island are well-known. The design of the lighthouse and the headkeepers and assistant keepers living quarters follow the typical pattern of many lighthouses built at this time, with the exception that South Solitary lighthouse buildings are made from concrete. This was presumably due to the difficulty of hauling materials onto the island because of its steep sides and lack of landing place and so it was easy to mix concrete onsite than to supply stone or bricks from the main land. Work was completed in early 1880 and the first lighthouse keepers arrived in March 1880. The lighthouse optic began operation on 15 March 1880.

On 8 December 1886 two ships, the 'Kielawarra' and the 'Helen Nichol' collided in the waters north of South Solitary Island. Forty-eight lives were lost, and following a commission of inquiry, it was decided the lighthouse needed better communication with the mainland.

In 1887 a signal station was set up on what is now known as Look-At-Me-Now Headland near Emerald Beach. The first Signal Master was George Damerell and messages were sent between the lighthouse and the signal station by flags during the day and Morse lamps at night. The signal station was also connected to the north-south telegraph that ran between Coffs and Grafton. In the 1920s, stronger powered lamps allowed the lighthouse to signal Coffs Harbour directly, and at the outbreak of WWII, a radio-telephone link was established with Smokey Cape. The oil-burning lamp and original optic were replaced with an automatic light in 1975, and the island ceased to have live-in lighthouse keepers.

First villages and townships

Coffs Harbour and its surrounding towns and villages follow a similar pattern of development. With the end of cedar-getting and more permanent settlement in the 1880s and 1890s, the area relied heavily on agriculture via small farms and a spread out population. This led to the establishment of many small villages.

The overall population was not high. According to Neil Yeates, the 5 April 1891 census recorded only 299 white inhabitants in 55 dwelling with a further 12 uninhabited dwellings (ie public schools etc.) in the counties of Raleigh and Fitzroy (an area larger than the current Coffs Harbour LGA).

By 1903, the population was not much higher. The 1903 electoral roll (which included women for the first time) records the voting population for the district of Cowper. Neil Yeates, vol 1, pp60-62, reproduces the complete list from the Coffs Harbour polling station and has extracted the following numbers:

Central Coffs Harbour	27
Coffs Jetty	7
Bonville	33

There were additional small numbers of voters in Boambee Creek, Karangi and Pine Creek (Korora). These figures don't include towns such as Woolgoolga, Coramba etc. but do indicate that by 1903 the population of Coffs Harbour and the surrounding area was still very small.

In January 1908 the *Coffs Harbour Advocate* lists the population of Coffs Harbour as 770, an increase of 252 on the year before. In July 1912, the *Advocate* gives the population as 2,244.

A similar pattern of settlement for the villages and small settlements around Coffs Harbour have led to a common set of building types visible across towns and villages. First came the farmhouses of the more prosperous and successful farmers; followed by small public schools as the number of families and children increased, a surprisingly high number of churches by all denominations, early shops, may be a hotel along the main road leading to Coffs Harbour, Dorrigo and Grafton, a police station, a post office and frequently a large hall for community events and public occasions. Up to World War II the universal building material was timber, and everything was built out of local north coast hardwoods.

Here follows a brief summary of the history of Coffs Harbour's surrounding towns and villages.

Woolgoolga

The early development of Woolgoolga ran in parallel with Coffs Harbour in that European settlers arrived at approximately the same time and for the same reasons. Its late development, like Coffs Harbour, can be attributed to difficult access by road and the lack of navigable rivers. The first road in the area went inland from Kempsey to Grafton bypassing the Coffs area.

The first settler came from the Clarence. On 1 January 1875 Thomas Small of Ulmarra took out a five-year Crown lease of 25,000 acres called 'Weelgoolga', though there is evidence that the land was already unofficially occupied by Small as early as 1872. It was managed as a single cattle run until 1880s after the lease expired and smaller selections became available for agriculture. From 1880 the first farmer was William Snare and following him other farmer-settlers began arriving in numbers from around 1883, and the names still closely associated with Woolgoolga start appearing in the records (Hofmeir, Hearne, Pullen etc.). These first settlers came down from Grafton, a journey which took three days, and like those farmers in Coffs Harbour one of the first crops was sugar cane. Timber was also being harvested and small local sugar mills were set up by William Snare and William Pullen. To load boats and to unload machinery acquired for his new, larger sugar mill, William Pullen built a jetty slide or boat ramp at the eastern end of Woolgoolga beach which allowed punts to be winched out to sea to waiting ships and to be pulled back by bullock teams. William Pullen later converted his sugar mill to a timber mill following the sharp fall in sugar prices in the late 1880s. By September 1884 Pullen's sugar mill was processing 8000 gallons of juice per day from locally grown sugar cane.

The first shops to set up in Woolgoolga were located near Woolgoolga Creek in an area marked today by a mature fig tree. There was a mounted police camp and stock yard, a general store and a tinsmiths shop. A half-time school with Corindi was opened in 1882-1883 for 17 children and moved to its current location with a permanent new school building in 1889. A post office was established in 1884 and the town's first hotel, the Seaview Hotel, was built by William Pullen in 1888. With a growing farming population and the beginnings of shops, schools and post office, locals campaigned for the establishment of a town. A plan for the village of Woolgoolga was laid out by the government surveyor on 6 November 1885 with another drawn up on 30 November 1886 which closely resembles the current town layout. On 18 February 1888 the village of Woolgoolga was gazetted. Originally spelt 'Woogoolga' by the first two surveyors, it was always thought this was a mistake and the spelling was finally corrected by a government notice in January 1966.

Following the completion of the government jetty in 1892, the main products exported from Woolgoolga was timber and sugar cane. The 1891 census gives Woolgoolga's population at 181 people inhabiting 45 dwellings.

In 1907 the BAT Co took over the Pullen sawmill at the jetty and began upscaling timber activities from a small local concern to that of a major activity using modern methods of harvesting and transport. Like it did in Coffs Harbour, the BAT Co built a 6 ½ mile long narrow-gauge tramline into the forest and the first steam locomotive ran in July 1907. In 1912 the Great Northern Timber (GNT) Co built another tramline north from Woolgoolga towards Corindi. Both these lines brought timber down to Woolgoolga jetty for loading onto ships.

According to Neil Yeates in his history of Woolgoolga, the locomotive on this line could haul 12 logs at a time and if necessary make two trips a day. With work having started on the North Coast Railway line in 1911, the supply of hardwood sleepers boosted the local timber industry. At the beginning of 1916 GNT had cut and stockpiled 3500 sleepers over three weeks and the mill, at once time considered the largest in Australia, provided most of the employment in the small town.

However, at this fast rate of harvesting, the timber supplies soon ran out, and the timber industry around Woolgoolga was well into decline by WWI. Like other towns and villages in the Coffs area, dairying was profitable for a time, and the Woolgoolga Butter Factory, run as a cooperative was built near the jetty on Wharf Street. However, dairying was never the major local industry in Woolgoolga that it was for other north coast towns. The butter factory operated through the 1920s until dairying too went into decline.

Coramba

Timber-getters arrived in the 1860s looking for cedar or 'red gold' of which the area had a plentiful supply. The cut logs were rafted down the Orara and Nymboida Rivers after heavy rain to Coutts Crossing to be shipped to Sydney from Grafton. Later they were carted overland to Coffs Creek and floated out to sea.

In 1880s government surveyors arrived in the Orara and the area was made available for selection in parcels of 50-60 acres (20-30 ha). The first selector was Eugene Rudder followed by a group of five settlers from Wollombi in the Hunter Valley. William Gale was another early settler whose selection included the future site of Coramba township (the main street bears his name). The rich soils were ideal for dairy farming and in 1886 gold was discovered, prompting the creation of Coramba township as the permanent location for a police constable and a mining warden's office. Following the end of cedar-gathering, the area became known for its large reserves of native hardwoods.

In 1906 a new local government area was formed called the Dorrigo Shire. Coramba was chosen as the township for the new council chambers because it was the geographical centre of the new shire and Coffs Harbour was still primarily a port servicing a rural hinterland. New council chambers were built in 1914.

Gale Street includes several weatherboard houses and shops built between the wars. The development of Coramba was given a big economic boost in the 1920s with the construction of the North Coast Railway. Work started in July 1915, and Coramba accommodated many railway workers. Coramba Station opened in July 1922 with the Coramba platform located near the former butter factory on the other side of the Orara River. At roughly the same time, work on the Dorrigo-Glenreagh branch line took place and the line opened on 23 December 1924. (The Dorrigo-Glenreagh branch line ceased services in 1972 and officially closed in December 1993.)

Today Coramba is a quiet, residential village surrounded by small farms and has retained much of its historic charm and character. The most significant building period goes up to WWI following the dairying and the discovery of gold, with the police station and courthouse (1896 and 1899), Coramba Public School (1910), St Pauls Anglican Church (1899), and Coramba Community Hall (1914) along with several timber posted shopfronts and weatherboard houses. The current Hampden Hotel with its striking modern facade was built in 1940 replacing an earlier hotel destroyed by fire.

Corindi and Corindi Beach

Now called Upper Corindi, the original Corindi was first permanently settled in the 1880s when John Franklin and his family moved from Coldstream on the Clarence to Portion 63 in the Parish of Corindi. The area had been logged for its timber and progressive clearing encouraged the establishment of dairy farms.

In the 1880s more families moved into the area following the granting of land leases primarily as grazing runs, for example Station Creek and Glenugie Station. The names of families included Skinner, Shaw, Taylor, Casson, Boyle, Wall etc., many of which are preserved in the current place names.

Settlement at Corindi Beach occurred around 1888 which had been set aside for residential use since the early 1880s.

The earliest legible gravestone at the Upper Corindi cemetery records the death of John Henry Eaves in 1911. The cemetery lies next to the first Corindi Public School grounds, of which no physical remains survive.

By the late 1880s most of the available agricultural land had been taken up and commercial crops included cotton, arrowroot, bananas, tobacco and sugar cane. Sugar cane from Corindi was processed at William Pullen's sugar mill at Woolgoolga. With the success of dairying, a cheese factory was set up in 1909 and there were many small banana farms. In 1913, the Great Northern Timber (GNT) Co tram line extended from Woolgoolga to Corindi Creek passing through what is now Sherwood Forest Reserve south of modern-day Corindi, and transported cut logs to the timber mills and jetty at Woolgoolga.

One of the oldest surviving built structures in the Corindi area is Fed Casson's house at 3 Coral Street, off the Pacific Highway. It is thought it was built in 1884.

After WWI the original industries of cattle grazing, dairying, timber logging, sugar cane and bananas went into gradual declined to be replaced with recreational and post-WWII holiday pursuits, such as fishing, camping, swimming and rural residential hobby farms.

Red Rock

Like Sawtell, Red Rock started as a popular camping and fishing ground. Corindi fisherman Tom Richards first discovered Red Rock in 1898 and within two years it had become a camping ground for the Richards, Cowan and Ford families. These families built the road which connects Red Rock to Corindi. In 1903 200 acres were officially set aside and gazetted as a recreation area to try to limit development of the area. In 1908 recollections by Verdi Schwinghammer noted that there were no houses at Red Rock, and in 1934 the area became a Public Recreation Reserve. Many of the town's buildings date from the post-WWII period when the families long-associated with Red Rock built simple fibro houses as permanent holiday residences.

Nana Glen

The local Aboriginal word 'Nana' means two tailed and the Nana Creek near present-day Nana Glen forks, resembling a two-tailed lizard which was also called Nana by Aboriginals.

Two Crown Land Acts were passed in 1861, enabling areas held by leases, whether surveyed or not, to be available for selection and sale. Only a few selections were made, in the 1860s and 1870s, such as in the Woolgoolga area, and near the Orara River. Between 1883 and 1885, surveyors measured all the Orara River and creek frontages from Coramba to the head waters, in 40 to 150 acre blocks which were characterised by fertile soil and thickly timbered. Blocks were surveyed along Bucca Creek also.

Gold was discovered in the Orara River area in 1881. In May of 1881, two Sharpe brothers,

looking for strayed bullocks, found gold in a block of quartz beside a campfire which Andrew and John Nicholson had just left. They searched the area and found the mother lode; but other prospectors who had heard the news made counterclaims and a year elapsed before the Sharpes won legal right to what became the 'Lady Matilda' mine. Other reefs were located nearby, resulting in mines such as the 'Illabo', 'Caledonian' and 'Jubilee' coming into operation. A Mining Warden's Office was established at Nana Glen in 1881.

Many prospectors came into the area, increasing the existing population of timber getters and creating both demand for leases or sale. In 1897, about 800 miners were in the Coramba, Orara and Karangi areas. Rural settlements, such as Nana Glen, Coramba and Karangi, experienced rapid growth following gold discoveries. During the following years, areas of agricultural land were taken up by former goldminers and others attracted to the area. Dairying around the river flats of the Orara Valley was particularly successful as a result of the influx of miners. This success hastened the development of Coffs Harbour.

The first permanent European settler in the area was Edward Sharpe who named his property 'Nana Glen'. The first post office was opened in Sharpe's property in 1892 and so the emerging village acquired the name, Nana Glen.

Many of the first settlers in the Nana Glen area were pioneers families that come down from the Clarence to make land selections and many of their descendents still live in the area. Familiar names include the Morrows, Sharpes, Jarratts, Cowlings and Sherwoods. The number of roads that converge on Nana Glen (Orara Way, East Bank Road, Bucca Road, Central Bucca Road, Weirs Road) attest to the early importance of Nana Glen.

A post office was established on 1 January 1892 and a mail service began between Bucca, Nana Creek, Coramba and Coffs Harbour in 1985. A telephone service for telegrams was set up in October 1905 and expanded to include private telephone subscribers in 1914. The first private telephone subscribers in Nana Glen were the properties 'River Byn' owned by the O'Connells on the Coramba Road and 'Edgefern' owned by the Jarretts on East Bank Road.

The dairy farmers followed the cedar getters and the goldminers, after which came the hardwood mills assisted by the opening of the Coffs-Glenreagh section of the North Coast rail line in 1922. The area became a large hardwood timber milling and dairying area and continued to prosper well into the 1920s and 1930s.

After WWII both the timber and dairy industries went into prolonged decline and Nana Glen stagnated while coastal centres such as Coffs Harbour, Sawtell and Woolgoolga fared much

better with the boost provided by the post-war holiday boom. Today Nana Glen, like Coramba and Glenreagh, are picturesque villages surrounded by quiet farming districts.

Bonville

Like Coffs Creek and the Orara River, Bonville Creek was used to bring logs down from the forests and float them to the sea.

The first white settlers in Bonville were the Keogh family who selected on Pine Creek in 1880. Four years later came Joseph Turnbull, Moran, the Fitzpatrick Brothers and Richard Goulding. In 1885 Charles and Henry Williams, Ted Archer, William Thompson. Robert Pollack and Thomas Duncan followed. Robert Mulley, Henry Jarrett and James Reedy arrived in 1886.

After 1890 there was a further influx of settlers making their homes between the two creeks (Bonville and Pine Creeks). With the decline of cedar-getting, the area around Bonville became a large dairy farming area. The Bonville area did not experience the growth of the local hardwood timber industry due to its greater distance from Coffs Harbour jetty and so dairying remained the single most important industry. By the late 19th century, the area's greater emphasis on dairying led to the establishment of district factories to process dairy products.

Local farmers sent their milk and cream to the butter factories at Coramba and Coffs Harbour and in 1906 local cheesemaker, Cecil Herdegen set up a cheese factory at Bonville. In about 1915, Herdegen moved to Fridays Creek. During the twelve years it was in operation, Herdegen's cheese factory flourished, having the full support of the farmers in the Bonville area where dairy farming was the main industry.

Lowanna

In 1909 Lowanna's main street was a track through forest on land then owned by C S Wilson. By 1914 there were a number of inhabitants mainly in the Ulong settlement, as it was the oldest section of the Eastern Dorrigo. Other small villages soon emergeed, such as Gundarene, Ashton, Brooklana and Lowanna, with only a few miles travel between each place. The reason for the establishment of these villages was the construction of the Glenreagh to Dorrigo Railway line, which was begun in 1914 and finished in 1924.

All stations and sidings en route from Glenreagh to Dorrigo involved sawmills. Mulhearns' sawmill was close to the station, and was one of the first sawmills in this part of the plateau. There were others owned by the Mulheans at BoBo, Ulong and Lloyds Siding. In 1911, Brooklana's former Receiving Office became a fully-fledged post office. The Post Office at

Lowanna opened as a receiving office on 1 July 1919, in the charge of Mr E Wilkes. The status of the office was raised to that of Allowance Post Office from 1 June 1921. Mr Edwin Ellis was appointed Postmaster. Prior to 1919 postal duties were conducted by the telephone office keeper, FW Thorne, when the telephone office opened in 1917.

Lowanna with its post office and store, church and school, was provided with an attended railway station, which offered many benefits to the plateau.

Ulong

The settlement of Ulong began around 1907 following a visit by Mr Tom Timms senior of Albion Park. The area was dense bushland with the only road into the area from Coramba which went as far as Bo Bo Creek.

The name Ulong was given by the area's surveyor, Mr W N Small, one of the councillors elected at the first Dorrigo Council and by 1912 there were a number of settlers (Timms, Mulhearn, Easy, Corfe, etc.) living in the area in roughly built weatherboard and vertical slab houses using timber from Coramba.

Around 1914 a sawmill was set up at Ulong Creek, with a houses for employees. The growth of Ulong Creek area required a store, which was opened by Mr Abe Jennings and a small hall was built near Jenning's store. These buildings where near Ulong Creek near Corfe's mill.

Meanwhile, work on the Glenreagh to Dorrigo railway line had begun, with all stations and sidings en route designed to have associated sawmills. Ulong station was completed by Sid Hooson. It was of 'unattended siding' status. Ulong Post Office commenced with a receiving office opened on 17 February 1912. In 1912 the Post Office was in the main street of Ulong.

St Andrews Presbyterian Church was erected in 1911, in 1915 a barbers shop was opened by Mr W C Drake and in 1909 Ulong School opened. It was originally built on the hill overlooking what was to become the main street of Ulong some years later but was moved after some time to a more convenient position near the corner of Troys Road, or as it is known today, Rhodes Road.

In 1917, businesses already established in Ulong included: O'Hanlan Bros Cash Store: and J R Walker, Wheelwright and General Blacksmith: while in 1925, the list included Lou Davis, Builder and Ulong Bakery, with proprietor, E Balzer. A number of the original main street buildings still stand.

Upper Orara and Dairyville

Cedar cutting on a small scale extended to the minor creeks in the Coffs Harbour area. When the weather was suitable, timber was shipped out from Coffs Harbour, the logs floated out to vessels anchored off the coast. Two Crown Land Acts were passed in 1861, enabling areas held by leases, whether surveyed or not, to be available for selection and sale. Free selection created a new class of small farmers - the selectors. Only a few selections were made in the 1860s and 1870s, such as in the Woolgoolga area, and near the Orara River.

In 1881, land east of the Orara goldfield and on the coast was available for conditional purchases, such as the Moonee Creek settlement. Between 1883 and 1885, surveyors measured all Orara River and creek frontages from Coramba to the headwaters, in 40 to 150 acre blocks. Blocks were surveyed along Bucca Creek also. The discovery of gold in the Orara River area occurred in 1881. Many prospectors came into the area, increasing the existing population of timber getters and creating both demand for leases or sale. In 1897, about 800 miners were in the Coramba, Orara and Karangi areas.

Rural settlements, such as Nana Glen, Coramba and Karangi, experienced rapid growth following gold discoveries. A Mining Warden's Office was established at Nana Glen in 1881. During the following years, areas of agricultural land were taken up by former gold miners and others attracted to the area. Dairying around the river flats of the Orara Valley was particularly successful. In 1902 a butter factory was set up in Coramba. In 1906, the factories at Bonville and Nana Glen were making cheese.

Sawtell

The Government Reserve which became Sawtell Reserve was first surveyed in 1861. Walter Harvie arrived as a cedar-getter in 1863 and set up his campsite in Sawtell Reserve. A few farmers and permanent settlers arrived after this, setting up farms around Bonville, but it was a beach and holiday destination for families from Dorrigo and Bellingen that Sawtell Reserve became known. Holidaymakers first starting arriving in 1884, travelling down from the Bellinger Valley along what is now Lyons Road. The 102-acre reserve was formally gazetted in 1902 and the first recreation hall was built. By 1912, it was reported that over 300 visitors stayed on the reserve during the holiday period, and by 1920 over 1000 people stayed and the reserve had its own store, post office and caretaker. The current Reserve Hall was built in the 1920s.

Local entrepreneur, Osie Sawtell, saw an opportunity to buy up the neighbouring cattle farm and create a residential and township subdivision. In 1923 he offered lots for sale in the new township of ‘Bonnie Bonville’. With the arrival of the North Coast railway in 1924, Sawtell

gained a railway station named after Osie Sawtell and the fame of being one of the few places in New South Wales where you could travel by train and walk to the beach. The new town was officially gazetted as Sawtell in 1927, and its reputation as a seaside destination has continued to grow, with a large number of recreation, club and sporting facilities clustered around the Reserve camping ground.

The two most significant building periods were the 1920s–1930s with the Hilltop Store (1925), Sawtell Hotel (1932), St Nicholas Anglican Church (c1935), and the First Avenue shops, and the 1950s, with Sawtell Cinema (c1957), Catholic church (c1952) and a large number of holiday cottages and apartments.

The first schools

In 1885 the first approaches were made by local residents to the NSW Department of Education for public schools. Residents could apply for a school and teacher to be provided once there were 12 students.

As the early development of Coffs Harbour was via timber-getters and settlers on small farms, this lead to a series of schools serving those small communities, and the survival today of many early public schools throughout the LGA. Many of the schools were originally part-time, in that they shared a teacher between two until student numbers rose and more teachers became available.

From research undertaken for this study and information in the NSW Department of Education publication, *Government Schools of NSW 1848-2003*, the following is a list of known early schools within the present-day LGA. (The date shown takes the creation of a half-time or provisional school as the date of the school's establishment.)

1884	Woolgoolga
1884	Corindi
1885	Coffs Harbour
1886	Moonee (closed 1925) (called Moonee Creek until 1909)
1886	Bucca Lower (closed 1978) (called Bucca Creek until 1919)
1888	Bonville
1888	Coramba
1891	Upper Orara (called Dunvegan until 1919)
1892	Massey (closed in 1893)
1892	Karangi
1892	Nana Glen (called Bagawa until 1911)
1893	Kororo

1897	Beacon Mines (closed 1899)
1902	Boambee
1907	Orara (closed 1912)
1909	Dairyville (closed 1909)
1909	Corindi Creek (closed 1962)
1910	Ulong (called Eulong until 1914)
1910	Bucca Central (closed 1963)
1912	Lowana (called Gundar until 1936)
1916	Tunnel Camp (closed 1917)
1916	Coffs Heights (closed 1918)
1920	Brooklana (closed 1949)
1920	Red Hill Camp (closed 1921)
1924	Sawtell (called Bonnie Bonville until 1928)
1927	Moleton (closed 1955)
1928	Timmsvale (closed 1970)

All established in the 1880s, Bonville, Coffs Harbour, Coramba, Corindi, Lower Bucca and Woolgoolga Public Schools are the earliest surviving public schools in the Coffs Harbour LGA.

Early churches

The Coffs Harbour area had, and still has, a large number of early timber churches, all built within a short period of time following the first wave of permanent European settlement in the 1880s, and all in a similar simplified 'carpenters Gothic' style out of local hardwood by local tradesmen. They are a highly significant group of surviving early buildings.

While their histories are tied up with the specific communities and denominations that built them, it is also useful to consider them as a group. This reveals their close similarities in style and construction and their importance as an early building type in this area of the coast. It is also useful to include demolished churches to indicate the original large number built and their role in forging early communities.

1898	St Johns Anglican church, Maclean St, Coffs Harbour (relocated to the Jetty in 1911 and renamed St Aidens; demolished in 1973)
1899	St Pauls Anglican church, 15 Dorrigo St, Coramba
c1900	Uniting church, 15 Nana St, Nana Glen
c1900	St Augustines Anglican church, Scarborough St, Woolgoolga (demolished in 1970s)
c1904	St Peters Anglican church, Orara Rd, Nana Glen
1905	Catholic church, 1021 Coramba Rd, Karangi (now a private residence)

1906	Methodist church, Trafalgar Street, Woolgoolga (demolished after 1957)
1907	St Andrews Presbyterian church, High St, Coffs Harbour (demolished in 1983)
1907	St Anthony's Catholic church, Coffs Harbour (rebuilt in 1909 and renamed St Augustine's; demolished in 1962)
1908	Methodist church, 2 Duncans Bridge Rd, Coramba (now part of a private residence)
c1910	All Saints Anglican church, Upper Orara Rd, Upper Orara
1911	St Johns Anglican church, Maclean St, Coffs Harbour (demolished in 1972)
1911	St Andrews Presbyterian church, Ulong (now a private residence)
1914	Holy Faith Anglican church, Gleniffer Rd, Bonville
1915	Methodist church, Gordon St, Coffs Harbour (now part of the church hall)
1916	Presbyterian church, Coffs Harbour Jetty (demolished)
1927	St Therese of the Little Flower Roman Catholic Church, 6-10 Gale St, Coramba
1931	Catholic Church, 11 Pine Ave, Ulong
1934	St John the Evangelist Anglican Church, 29 Grafton St, Lowana (now a private residence)
1935	Anglican church, 19 Pine Ave Ulong (now a community church)
c1935	St Nicholas Anglican church, 15 Elizabeth St, Sawtell (now the church hall)
1935	Mary Immaculate Star of the Sea Catholic church, 66 Mildura St, Coffs Harbour jetty (relocated to John Paul College)
1951	Mary Help of Christians, Fourth Avenue, Sawtell
1957	Methodist, later the Uniting church, Trafalgar Street, Woolgoolga

Community halls

Coffs Harbour's community halls are a small but highly significant group of surviving early timber public buildings. Like public schools and churches, these community halls were built at roughly the same time by groups of local residents. As such, they represent the typical development of the Coffs Harbour area through its villages and farming communities. At the time they were built, they were easily the largest buildings in their locations and intended as central meeting places and venues for community events (dances, weddings, concerts, etc.). In this regard, these building are of the highest local significance as buildings around which early communities and local identities formed.

1907	Nana Glen community hall
1907	Upper Orara community hall
1909	Coffs Harbour School of Arts (remodelled in 1927, demolished 1970s)
1910	Bonville community hall
1914	Coramba community hall
1920s	Sawtell Reserve recreation hall

c1920s	Timmsvale community hall
1926	Masonic Temple, Gordon Street (demolished 19??)
1927	St Johns Anglican church hall, Maclean St, Coffs Harbour
1928	Soldiers Memorial Hall (now the Jetty Memorial Theatre)
1930s	Lowana community hall
1949	Ulong community hall (Melody Theatre)
1955	Boambee community hall

Early public buildings

While Coffs Harbour has had a number of public buildings to serve the growing population, these building have tended to be relatively simple, made out of timber, often provisional and short-lived as population centres shifted, requiring the re-location of services and government functions. This diverse group of buildings (and a perceived lack of quality and substance) has contributed to the current-day sense that Coffs Harbour's heritage lacks architectural presence. Compared to Grafton, with its stone banks, courthouse, gaol, large hotels, brick churches and cathedral, and larger government buildings, Coffs Harbour appears to fare badly.

However, there is a small group of surviving public buildings (mainly police stations and courthouses) in the Coffs Harbour area from before WWI which, when viewed as a group, demonstrate the historical development of Coffs Harbour and are important in the creation of local identity.

Heritage items and locations

The period from 1880 to 1914 was the first major phase of permanent European settlement following the earlier, more transient activities of gold mining and cedar-getting which left few built remains. Cattle grazing, dairying and fruit and vegetable growing centred around small rural communities with transport primarily by sea. Major government projects such as the South Solitary lighthouse, the jetties at Coffs and Woolgoolga, the harbour breakwalls and the North Coast Railway led to Coffs Harbour becoming a busy coastal shipping port with a larger township developing to service these activities with schools, shops, churches and public buildings.

With the development of a heavily capitalised local hardwood timber industry after 1905, Coffs Harbour became a relatively prosperous town and the population steadily rose.

This period in the history of Coffs Harbour has left behind many important built features that trace the area's development, from early rural farmhouses, to schools and churches, to larger structures such as the Coffs jetty and breakwalls and potential archaeological relics

such as the timber tramlines. Timber was the dominant building material because it was cheap and plentiful.

Often the first generation of buildings in the area, all surviving timber buildings from this period are potentially of very high local heritage significance, as are pioneer gravesites and cemeteries, early industrial relics and infrastructure works.

Historic Themes

3 Developing local, regional and national economies Agriculture
3 Developing local, regional and national economies Commerce
3 Developing local, regional and national economies Forestry
3 Developing local, regional and national economies Transport
4 Building settlements, towns and cities Towns, suburbs and villages
6 Educating Education
7 Governing Government and administration
7 Governing Law and order
8 Developing Australia's cultural life Religion
9 Marking the phases of life Birth and Death

First World War (1914-1918)

The First World War had a sudden economic impact upon Coffs Harbour. Intensive hardwood harvesting had already depleted much of the timber resources of the area. Much of this timber was exported and Germany was a large purchaser. With the outbreak of war, timber exports dropped off suddenly. Even traditional trade routes such as to New Zealand and South Africa were disrupted. Employment in Coffs Harbour was affected as many jobs and small communities relied on the local timber industry.

The impact was lessened, to some extent, by the numbers of young local men who enlisted and by the construction of the North Coast Railway which continued throughout the war except for a brief period in 1917-1919 and the Glenreagh-Dorrigo branch line. These public works provided local employment and income for the timber mills. Other works such as the harbour breakwalls also helped the economic pressures.

A North Coast Recruiting March was held in January 1916. It started at Grafton with 27 men and passed through Coramba and Karangi to reach Coffs Harbour on 22 January. By the time the march reached Maitland, it was 200-strong and finally swelled to 235. Fifty enlisted on the march, with 23 of those coming from Coffs Harbour.

At the end of the war, a branch of the Returned Soldiers and Sailors Imperial League of Australia (RSSILA) (forerunner of the RSL) was formed and discussion took place on the form of an appropriate memorial. A stone monument, an avenue of trees along High Street (Harbour Drive), even a memorial ward in the hospital were suggested but the popular choice was for a Memorial Hall which could be used for public events and as a gathering place for veterans. Delays ensued regarding funds and a suitable locations and it wasn't until February 1928 that the new Soldiers Memorial Hall at the corner of High and Edinburgh Streets was opened. In the 1930s it was leased as a cinema and in the 1980s it was given to CHCC. Restoration and additional work was done on the building and it re-opened as the Jetty Memorial Theatre on 3 December 1988.

The Woolgoolga branch of the RSL erected a sandstone monument to the nine men from Woolgoolga who lost their lives. It was originally located on Allotment 3, Section 37 in Scarborough Street opposite the public school and fenced with a timber and wire fence. It was later moved to Beach Street in front of the RSL Club. It was later dismantled (in the 1990s) and the marble tablets that record the names of both WWI and WWII servicemen were installed in the new entrance to the RSL Club. The stone monument survives intact but in pieces with local plans to restore and reinstate the monument.

Coffs Harbour was the site of several soldier settlements after the end of World War I. These were an initiative of the NSW Lands Department to provide for returned serviceman, and local councils were approached to suggest possible locations.

In April 1919 the Minister for Lands visited Coffs Harbour to inspect land at Korora and within a month 20 blocks of 30 acres each were approved as a soldier settlement for citrus and banana growing. Local farmers gave advice to the returned servicemen on how to establish their farms. Several other soldier settlements in the Coffs Harbour area included one settlement of four blocks ranging from 206-254 acres at Bonville designed for dairy farming.

Following both world wars many honour boards were placed in churches, schools and public halls recording the names of local men who enlisted and who died. These boards form a significant collection of war memorabilia and need to be catalogued and recorded. *Oorrara et al* provides photographs and the transcribed names of many of these honour boards.

Heritage items and locations

The Jetty Theatre and the sandstone monument at Woolgoolga are two highly significant heritage items from World War I, as are the honour boards as a collection of movable heritage items. The soldier settlement subdivisions, where their allotment subdivision

patterns survive intact, are also an important reminder of this period in Coffs Harbour's history.

Historic Themes

3 Developing local, regional and national economies Events
3 Developing local, regional and national economies Transport
7 Governing Defence

Between the wars (1919-1939)

In his two-volume history of Coffs Harbour, Neil Yeates makes heavy use of contemporary newspaper accounts of Coffs Harbour and district, from the *Coffs Harbour Advocate* (begun in 1907 and the *Grafton and Clarence Valley Examiner*. As early as the 1920s, Coffs Harbour was thought by its own residents to be ugly and untidy, and in the words of the *Advocate's* editor, 'Let us admit that Coffs today is a town almost hideous in its ugliness' (4 June 1921).

Coffs Harbour's 'ugliness' was due to a combination of a small, often transient population, long distances to major centres, poor roads and no significant economic booms to date. As Neil Yeates observes, Coffs Harbour was a town of battlers and largely unregulated urban development, leading to a sparse sprawl of small timber houses, vacant blocks and ring-barked trees. (Interestingly, this perception of Coffs Harbour's ugliness continues today with many locals comparing Coffs Harbour unfavourably with Grafton as a town of traditional architecture and a wealthier population).

Domestic housing

The typical house built in Coffs Harbour changed during the interwar period. Before WWI, practically every building was timber. The typical form was that of a simple 19th century bungalow: symmetrical in elevation, square in plan form with a verandah on one, two or three sides and a bungalow roof of corrugated iron sheets. Nearly all were weatherboard, even down to the verandah balconies. There were few or no decorative features that required imported cast iron lace, stained glass, slate etc. Everything was made from local hardwood.

After the war, Coffs Harbour followed the changes in domestic architecture and embraced new building materials. Domestic houses of this period were still made primarily of timber, but the increasing use of bricks and fibro is evident. Typical houses of the 1920s and 1930s became asymmetrical, acquired more complex roof forms with gables and dormers, windows changed from sashes to casements, verandahs were often enclosed to create sleepouts and there was an overall increase in decorative detail and design sophistication.

Bricks became available but were used sparingly for piers etc. There were few wholly brick buildings constructed at this time. One of the most obvious changes was the use of fibro in conjunction with weatherboards, creating the very recognisable pattern of weatherboarding to the sill height with fibro sheeting above.

Hotels, shops and shopping strips

Coffs Harbour's commercial shopping streets emerged during this time, as well as in Coramba, Sawtell and Woolgoolga. As the population of Coffs and its surrounding villages grew, more people arrived in the towns to provide services such as shops, bakeries, chemists, banks, tailors, hotels etc. to the growing resident populations. The towns and villages emerged as small urban centres with a commercial life of their own, rather than acting as service centres for the surrounding timber, dairying and farming communities.

The development of two distinct commercial strips of the Jetty shops and Top Town around Moonee, Grafton and High Sts in Coffs Harbour continued. The rows of shops along these strips became more or less continuous as more businesses were set up, and early photographs show each as a series of single-storey shops with posted verandahs, facades above and large timber-framed, shopfront windows.

Sawtell's First Avenue developed along similar lines following Osie Sawtell's subdivision in 1923, and Coramba benefited enormously from the railway workers posted to the town in the 1920s during the construction of the Coffs Harbour-South Grafton line.

A significant number of shop buildings from the inter-war period survive in Harbour Drive, Sawtell's First Avenue, Coramba's Gale Street, Woolgoolga's River Street (Top Town) and Beach Street, Coffs Jetty, and several notable examples on West High Street (Coramba Road). The original character and continuity of these shopping strips have been lost with later demolitions and modern infill buildings. However, these surviving shops and shopfront facades, when seen as a group across the wider LGA, emerge as a distinctive and important building type from this period of Coffs' history.

The other major commercial building type from this period are the hotels, of which Coffs Harbour has surprisingly few given its history as a tough-living, hard-drinking timber-getting, gold mining, sawmilling and railway town.

1914 Pier Hotel, Harbour Drive, Coffs Jetty
1932 Sawtell Hotel
1937 Coffs Hotel, Pacific Highway, Coffs Harbour
1941 Fitzroy (now the Coast) Hotel, Pacific Highway, Coffs Harbour

1940 Hampden Hotel, Gale Street, Coramba
1954 Plantation Hotel, Pacific Highway, Coffs Harbour

Growth of recreation and leisure activities

One of the most significant changes of this period was the emergence of Coffs Harbour as a major holiday and leisure destination. Numbers of visitors rose dramatically and the inter-war period saw the beginnings of the social and economic shift from timber, agriculture and shipping to tourism and leisure that would occur in full after WWII and change Coffs Harbour's identity and economy forever.

The need to set aside coastal and bush reserves for the enjoyment of future generations was recognised early, as was Coffs Harbour's tourism potential because of its scenic appeal and long beaches.

- Bonville Reserve, later Sawtell Reserve, was gazetted on 20 August 1920.
- Red Rock Reserve was gazetted in 1903 and became a Public Recreation Reserve in 1934.
- Coffs Creek Reserve, later Park Beach, was dedicated as a Recreation Reserve on 24 November 1916.
- Woolgoolga Beach Reserve (pre-1931, exact date of dedication not known).

The first pre-WWI visitors were local: families coming down from Grafton, the Clarence, Dorrigo and Bellingen to escape hot, sticky inland summers and enjoy annual seaside camping holidays.

As transport links improved in the 1920s and especially after the opening of the North Coast Railway in 1924, visitors came in greater numbers from as far away as Sydney and beyond. Many camped as before but more and more families chose rented holiday accommodation or built holiday houses for themselves on the reserves or on their own allotments.

The creation of permanent holiday accommodation and the holiday industries that grew up around the annual influx visitors started to change the character of the Coffs Harbour area

The growth of Sawtell provides a good example of this process. By the 1920s up to 1000 people camped on Sawtell Reserve over the Christmas holidays. Entrepreneur Osie Sawtell from Dorrigo saw a business opportunity and bought the neighbouring cattle farm to create a village subdivision. Following the creation of Sawtell township, local businesses and leisure facilities grew to service the lucrative holiday trade, and today Sawtell Reserve is ringed by

sport and leisure facilities: tennis courts, golf course, rock pool, surf club, bowling club, croquet club, cinema, etc.

Community and sporting facilities, clubs and services

The increasing population based in Coffs Harbour and the surrounding towns led to the rapid increase in the number of clubs and local organisations as permanent residents organised in local activities and events. A strong sense of Coffs Harbour as a place emerged at this time.

Neil Yeates' two-volume history of Coffs Harbour and other histories of the area provide more details of these clubs and associations.

Banana Growing

The first commercially successful farming of bananas was in Korora, north of Coffs from about 1911, taking over Hermann Rieck's early farm and near the soldier settlements set up after WWI. Bananas were already established in the Richmond-Tweed area and in south-east Queensland, but an outbreak of bunchy-top, a disease carried by the banana aphid, in 1922 destroyed plantations further north, while Coffs Harbour's remained disease-free. This boosted the local crop enormously through increased sales and requests for disease-free suckers to rebuilt plantations.

This crisis also prompted banana-growers to band together for mutual interest and protection, and in 1927 a north coast branch of the Fruitgrowers Association was formed which included a variety of fruit growers. In 1931 the Fruitgrowers Association met to form a District Council of the Banana Growers Federation of NSW, and at this time in Coffs Harbour there were 1815 acres of bananas under cultivation. This was followed in the next year by the creation of the Banana Growers Federation (BGF) Co-op Co Ltd.

Heritage items and locations

The inter-war period in the history of Coffs Harbour was marked by steady urbanisation and consolidation, helped by the completion of several major infrastructure projects: the North Coast Railway, the Glenreagh-Dorrigo branch line, the two harbour breakwalls, the building of the Pacific Highway and the introduction of electricity.

There was a large increase in the number of local facilities and services such as shops, hospitals, schools, police stations, hotels etc. and from this emerged a sense of place as a permanent town and community rather than as primarily a shipping port. Other important developments were the arrival of the private motor car and early air transport. Recreation

facilities and local clubs increased in number as the attractions of the area became more widely known and holiday makers starting arriving from further afield.

The surrounding towns and villages grew but tended to maintain their individual character. Some remained primarily timber towns (Lowanna, Ulong, Timmsvale); some dairy centres (Coramba, Nana Glen, Bonville, Dairyville) while others became seaside holiday destinations (Sawtell, Woolgoolga, Corindi, Red Rock).

Coffs Harbour, with its all-powerful combination of jetty, harbour, railway, highway and beaches quickly became the largest urban centre and the central focus of the area, displacing Grafton, Dorrigo and Coramba as the area's main economic and administrative centre.

Timber continued to be the dominant building material and used for private and public buildings alike. This dominance was beginning to be challenged, however, with the establishment of brickworks at Coffs, Grafton and Kempsey, the economic decline of the timber industry, and the rise of the new wonder material, fibro.

These changes are clearly reflected in the surviving buildings from this period. While still expensive, bricks were used for piers, footings, shop facades and, in a few cases such as the Tasma Cinema and the rebuilding of the Pier Hotel, for large-scale building works.

Fibro had been available in Australia since around 1910, but according to Neil Yeates, not used in the Coffs Harbour area until 1923. Many private houses, following the current architectural fashions, employed a combination of timber weatherboarding and fibro.

Development remained generally small-scale: individual private homes, small community facilities and modest government buildings. The majority of buildings were single or two-storey and simple in construction (timber framed, iron roof etc.). Development tended to be scattered and piecemeal, and early photographs show large subdivided areas of Coffs, Sawtell and Woolgoolga with few houses and many plots of vacant land.

This period (1919-1945) was the second major building phase in the growth and development of Coffs Harbour. The surviving buildings from this inter-war period are potentially of high local heritage significance as the population, while it was growing, was still relatively small so there were correspondingly few buildings and many have not survived. A large number of buildings from this period have been relocated or demolished to make way for later, larger, developments.

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8 Developing Australia's cultural life Religion

Second World War (1939–1945)

The Second World War was a closer and much more real phenomenon for Coffs Harbour than the First World War. This was due to the immediate threat of Japanese invasion and the key strategic role that Coffs Harbour played in coastal surveillance. According to Neil Yeates, the potential of Coffs Harbour as a defence base was recognised by the Defence Force as early as 1935 when preparations for another major war were underway.

Local preparations included the creation of a local volunteer militia, the formation of a High School Cadet unit, and the reformation of groups such as the Red Cross, CWA and a branch of the National Emergency Service. Following the outbreak of the war in Europe, men from the Coffs Harbour enlisted, as they did throughout Australia, and fought overseas.

Following Japan's attack on Pearl Harbour in December 1941 and subsequent progress of the Japanese Army through south-east Asia, capturing Singapore in February1942 and New Guinea shortly after, Coffs Harbour became part of Australia's local system of coastal defence in anticipation of a Japanese mainland invasion.

According to Ted Ovens in *Coffs Harbour on Full War Alert 1942-1943*, the strategic importance of Coffs Harbour to Australian mainland defence was only surpassed by Sydney and Townsville. Coffs Harbour was conveniently located midway between Sydney and Brisbane, it had a well-developed sea port, proximity to the North Coast railway and Pacific Highway, and it had an airport.

After 1941, Australian Defence Department activities around Coffs Harbour intensified. The army set up a jungle training warfare centre for 600 trainees at Lowanna (October 1942 – March 1943) and deployed the 12th Australian Light Horse Regiment to Coffs Harbour, the navy used the harbour as a base for MLs (Motor Launches) used to track enemy submarines, and several RAAF squadrons were based at the airport. Locals were given training in emergency evacuations, there were blackouts every night, barbed wire entanglements were erected along the beaches and headlands, and emergency plans were put in place, for

example, to destroy major infrastructure such as major roads and the jetty in the event of Japanese occupation.

Coffs Harbour became an even busier port than usual during the war. Regular commercial trade along the coastal shipping routes continued and the harbour received many visits from naval ships. Boats from the North Coast Steam Navigations (NCSN) Co were requisitioned for wartime service and the harbour was visited by many boats carrying timber, food and cargo for troops in New Guinea, MLs for submarine surveillance, and conveys of 10-12 ships accompanied by corvettes for protection.

Following Pearl Harbour in late 1941, the RAAF established No 12 Operational Base at Coffs Harbour airport. This saw the relocation of RAAF squadrons and personnel to Coffs and associated building works. A cottage in the triangle formed by Victoria and Katoomba Sts was used as a mess hall. In 1942 a combined hangar-operations room was built at the airport and prefabricated housing near City Hill, and in January 1943 an underground bomb-proof Operations Centre was built on City Hill. Also constructed was a series of related structures – underground bunkers near the Pacific Highway, on the eastern side of the airport, on Howard Street, as well as new airport runways, and three gun emplacements at South Coff Headland.

The immediate threat to Australia was from Japanese submarines attacking local cargo ships, and Coffs Harbour Airport was used as a base for dawn-to-dusk aerial surveillance of coastal waters to protect shipping lanes. Avro-Anson planes were first used, followed by Beauforts and Lockheed Ventura planes. The longer-range Lockheed Venturas were able to sweep up and down the coast from Moreton Island to Nowra, and 30 miles offshore.

Both RAN vessels and the RAAF surveillance planes attacked several Japanese submarines in Australian waters and assisted in the rescue of survivors from torpedoed US boats. With the retreat of the Japanese from early 1943, the immediate threat to Australian waters diminished and the RAAF Operational Base at Coffs Harbour was disbanded on 8 January 1944.

The intensity of Coffs Harbour's wartime activities is also reflected in the continued life of several regiments and military organisations up to the present day:

- Fitzroy Barracks, Duke Street, Headquarters of Charlie Company, 41st Battalion, Royal NSW Regiment
- 27 Australian Army Cadet Unit
- Australian Air League

- 331SQN Air Force Cadets
- Naval Cadets, Training Ship Vendetta, Coffs Jetty
- RAAF Association, made up of ex-Air Force personnel and aviation enthusiasts.

Heritage items and locations

The threat of a Japanese invasion of Australia was real for a brief time between early 1942 and early 1943. The need to defend the Australian coastline saw the use of Coffs Harbour as a strategic base for RAN and RAAF surveillance activities. Particularly in the case of the RAAF, this led to a series of buildings and inter-connected installations that mostly survive and tell the exciting story of Coffs Harbour's participation in World War II. These include:

- underground bunkers at City Hill, Howard St and the airport
- three gun emplacements on South Coffs Headland
- surviving wartime runway at Coffs Airport.

At the end of WWII, war memorials were erected to honour those who served. These memorials took a variety of forms and include remembrance gardens, plaques, honour boards, ANZAC Park and the Coffs Harbour Memorial Swimming Pool.

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Post-WWII expansion

Housing

The immediate post-war period in Australia was one of austerity. Rationing for petrol, some basic foods and clothes continued after the war and there was a severe shortage of all building materials. Most building work other than that needed for the war had been suspended between 1939 and 1945 and the post-war supply of building materials was closely monitored by the Ministry of Building Materials with priority given to the construction of homes.

Through the 1930s and 1940s the population of Coffs Harbour had grown steadily. According to Neil Yeates, it doubled from 2509 in 1932 to 5110 in 1947. At the same time, the number of households doubled from 425 to 863.

The combination of shortages in building materials, little construction during the war, the return of servicemen, an influx of migrants as well as the growth of the local population created a severe housing shortage, not only in Coffs Harbour but throughout Australia. Many people resorted to living with relatives, squatting, camping or living in self-built shacks on public land. Neil Yeates in Volume 2 of his history of Coffs Harbour quotes Don Patterson's estimate that at one time shortly after the war there were 365 families in Coffs Harbour without homes.

From this emerged the phenomenon of the owner-builder: people who built their own homes often to their own designs after taking inspiration from newspapers and magazines on what the latest trends were. Many bought vacant blocks and initially built a garage in which the whole family lived until the main house was completed. Known as 'garage dwellers', they were largely tolerated by local councils but often progress on the houses was slow and many families lived in garages for years. In 1952, *The Advocate* reported that there were 116 garage dwellings in Coffs Harbour housing 367 people.

Permanent campers were another distinctive phenomenon in Coffs Harbour at this time. Huts and shanty towns sprang up in several places in Coffs Harbour: along the jetty foreshores east of the railway line and Park Beach Reserve. According to Neil Yeates, there were 65 makeshift shacks on Park Beach Reserve before the council assumed responsibility for the reserve and gradually removed them between 1951 and 1955.

There was also a well-known Aboriginal camping area on the creek reserve at the northern end of Duke and Gordon Streets. The need to find suitable accommodation for the Aboriginal community eventually led to the establishment of 'The Mission', a six-acre reserve on the Pacific Highway just north of Coffs Harbour on which eight cottages for Aboriginals were built in 1956.

Similarly, on Sawtell Reserve shacks and small cottages had been built in the 1920s and 1930s as both holiday and permanent houses. In the 1950s, many were removed and many were alienated from the reserve with the realignment of Lyons Road. Some survive along what is now Bayldon Road.

For those with enough money to engage a builder in the 1950s, a simple two-bedroom house of fibro with plywood lining could be built for about £800, and there were several local builders and financiers able to arrange it. Fibro was cheap, there was a brickworks in Sawtell, several local hardwood timber mills in the area and Seccombe's timber mill and plywood factory at the Jetty. In 1948 the Coffs Harbour Brick and Tile Company in Shepherds

Lane began production and by March 1949 was producing 40,000 bricks a week (it closed in 1953).

For people with more ambitious plans for a new house, the post-war period of one of great experimentation in domestic housing and a love of all things new and modern. Since the 1930s a series of 'Ideal Homes Exhibitions' had been held in Britain and widely reported in the Australian press. After the Second World War, these exhibitions became bigger and caught the mood for new and daring designs and colours. Magazines, now in colour, also promoted new ideas and products. The emphasis was on domestic architecture creating happier lives and better futures. Three local Ideal Homes Exhibitions were held in Sydney in late 1952, 1953 and 1954, showcasing overseas trends, modern ideas in architecture and building and the new wonder products of Laminex, foam rubber, colourful plastics and self-assembly furniture.

These ideas, combined with greater affluence and more readily available materials, changed the built form of Coffs Harbour. Houses became more architecturally sophisticated and the desirable building materials were brick with rendered or stuccoed walls and tiled roofs. The emphasis was on horizontality. Rounded corners and curved glass were popular, as were bigger windows, matching dwarf brick fences, attached garages and feature stone walls. Many triple-fronted brick homes were built in Coffs Harbour, marking a large shift from the almost exclusive use of timber before the war.

Fibro housing also underwent an increase in sophistication. Small fibro beach shacks continued to be built, but increasingly fibro was used for permanent houses and adopted some of the 'moderné' architectural details of the new brick houses, some triple fronted, some with skillion roofs or butterfly roofs, matching garages, front porches etc.

This building boom, which lasted into the 1960s, contributed many new houses to Coffs Harbour's building stock and a much greater degree of diversity and architectural experimentation.

Local government changes

Building restrictions on non-housing projects were lifted in 1950, and immediately the then-Dorrigo Shire made plans to relocate its Council Chambers from Coramba to Coffs Harbour, which it did in 1951. However, money was still in short supply and instead of a new building, the council opted for the cheaper alternative of adapting an existing house in High Street.

At this time there was much agitation and widespread desire for Coffs Harbour to become its own local government area. This was achieved in November 1956 when the new Shire of

Coffs Harbour was gazetted. Sawtell, Bonville and Boambee had, up to this time, been part of Bellingen Shire, and became part of the Coffs Shire. (Also included were Corindi, Pipe Clay Beach and Corindi Beach, which were later put under the control of the Ulmarra/Pristine Waters Shire Council to be reunited with CHCC in 2002).

In the 1940s and 1950s major progress was made in supplying town water, a sewerage scheme, roads and footpaths, tree planting, parks and playing fields and broader planning for Coffs' future as a regional centre.

Port facilities

After the war, Coffs Harbour continued to be a busy working port, with much timber, dairy, fruit and vegetables being loaded and shipped. Coffs Harbour jetty was extended by 300 feet in 1943-1946 and according to Neil Yeates, in the four months to April 1948, 41 ships visited Coffs Harbour and 32,000 tons of timber was loaded. By the end of April, a further 9 ships had take away an additional 8000 tons of timber.

However, in the decades following World War II, commercial shipping gradually declined, largely linked as it was to the fortunes of the hardwood timber industry which was rapidly winding down. Where newer industries arose, such as the banana industry, the preference was for transport by rail or road. Commercial use of the jetty gradually declined until 22 July 1979 when the last commercial ship was loaded.

The jetty and loading facilities at Woolgoolga suffered a similar demise. Use of the jetty had been declining since the 1930s and the NSW Maritime Services Board closed Woolgoolga as a working port in 1945. Without regular repairs and maintenance, the condition of the jetty deteriorated. The seaward end of the jetty was destroyed in a severe storm in 1947. It was repaired despite coastal shipping everywhere being in decline. Finally, the structure was declared unsafe and several heavy storms washed sections away. Despite calls to retain the jetty as a fishing and tourist attraction, it was progressively demolished until all traces of the jetty had been finally removed by late 1970.

Banana growing

Before World War Two, banana growing had become a well-established local industry and the BGF was formed. In the post-WWII period, banana-growing seriously took off and became Coffs Harbour's dominant agricultural crop. Its growth had been given a huge boost by an outbreak of the disease bunchy-top in 1922 which destroyed banana plantations further north in the Richmond-Tweed area, lifting the price and demand for Coffs Harbour's bananas.

By July 1947 there was a record 3656 acres under production. So successful was banana production that there were concerns about oversupply so in 1947 the BGF instituted a levy on all cases of bananas sold to fund the marketing of bananas to safeguard demand.

Most bananas were transported to city markets by train (for example, in the last week of January 1948, 14,870 cases of bananas were sent to Sydney by train).

In the early 1950s plastic covers were introduced to protect the fruit on the vine. They are still used and recognisable for their red, white and blue colours, and aerial spraying of bananas began in 1958.

Today, while still a major agricultural crop, bananas do not figure so prominently in Coffs Harbour's economy. This is due to the overall decline of Coffs Harbour's agricultural industries as urban growth and tourism have taken over, and the growth of the Queensland banana industry and long-haul refrigerated transport.

Dairying

Once a major industry for Coffs Harbour, Coramba, Bonville and surrounding districts, dairying fell in economic importance after the Second World War. The urban spread of Coffs Harbour absorbed many small dairy farms, many turned to beef production, and pasteurisation and bottled milk and overall consolidation of the industry saw the closure of small local butter factories. According to Neil Yeates, in the 20 years following the end of WWII, there was a 45% drop in butter production. Today, there are a few surviving dairy farms but dairying is no longer a major industry and there are no local milk or butter factories.

Air travel

At the end of the Second World War and the removal of RAAF troops, Coffs Harbour was left with vastly improved airport facilities. The new owner of the airport was the Department of Civil Aviation. Commercial flights to Coffs Harbour from Sydney began in 1946 operated by two companies: New England Airways and Butler Air Transport. Ansett began flights in 1948, by 1952 Coffs Harbour was still a refuelling stop for flights from Sydney to Brisbane, and new airport terminal buildings were opened by Earle Page in 1954.

Today Coffs Harbour Airport, with its newer terminal building and longer runways, is a major regional airport, and the airport facilities and services have made a big contribution to the commercial and tourist development of the Coffs Coast.

Commercial development

In the 1950s and 1960s, High Street at Top Town fully emerged as Coffs Harbour's main CBD, closely followed by the Jetty. This was due to the rise of the private motor car and a series of improvements to the Pacific Highway, leaving the jetty shopping strip behind, despite its proximity to the harbour and the train line.

Most of the retail and commercial development at this time centred on High Street where it intersects with the Pacific Highway. Two imposing buildings of this period were the Rural Bank (1954) and the Commercial Bank of Australia (1956), now demolished. Both were two-storey, brick buildings and sat side-by-side on High Street, west of the highway. They were near the Post Office on the corner, also in brick, and were joined by the new Commonwealth Bank building on the intersection with Moonee Street in 1955. The Coffs Hotel had been built in 1948, and the Plantation Hotel (next door and originally face brick) opened in 1955.

These developments were driven by several phenomena: the lifting of post-war building restrictions, the increased numbers of motor cars, and greater overall affluence. The streets around the Pacific Highway – High, Moonee, Grafton, Vernon, Gordon and Park Ave – became the cluster of shopping streets we know today.

A distinctive feature of Coffs Harbour emerged at this time: shopping arcades. Confined to a small grid of streets, Coffs Harbour's main shopping area became criss-crossed with covered shopping arcades that led from High Street to either Vernon Street or Park Avenue. The first was Henderson's arcade built in 1958 between High and Vernon Sts, followed by the Fitzroy Arcade in 1960. These and later arcades were augmented by the new Woolworths store built in 1962 which also ran through to Vernon Street, as did Mick Simmons store built in 1962 and Fosseys in 1960. Most other north coast towns developed with traditionally long main-street shopping strips, for example, Taree, Kempsey and Grafton. Coffs Harbour is unusual, if not unique, in the number of arcades it has, concentrating retail activities in a tight set of streets with an emphasis on pedestrian passageways and a large number of small retailers.

The rise of tourism

The holiday and recreational appeal of the mid-north coast had been known since the late 19th century but in the post-WWII period, the area was deliberately marketed as a holiday destination. Coffs Harbour and other north-coast local councils initially promoted the area as the 'Pacific Beautizone' and the Mid North Coast Tourist Authority was set up in 1956 funded by local councils. The concept was short-lived with the demise of the authority in

mid-1964. However, the holiday appeal of the region was never in doubt and visitors started coming in increasing numbers.

Before World War II, visitors came by train and stayed in guesthouses or camped at Woolgoolga, Sawtell, Red Rock, Corindi and Park Beach Reserve.

After the war, visitors began arriving by bus and in private motor cars towing caravans. The first caravan park was the Banana Bowl Tourist Park at Korora which opened in December 1960 followed by Sapphire Gardens a little further north in 1962. (Both of these sites, north of the Big Banana have now been redeveloped.)

The first 'motel' in Coffs Harbour opened in 1958. It was called the Coffs Motel and situated on the corner of the highway and Bray Street (where the Greenhouse Tavern is now). It was reputedly the second motel in Australia and where the Queen stayed during her visit in 1960. According to Neil Yeates, the owner, Sam Lemmon was invited to speak at a local Rotary meeting to explain the new concept of 'motel' and its derivation from 'motorists hotel'.

Many motels followed within a short period of time as the concept took hold. The second in Coffs Harbour was the Rex Motel, next door to the Plantation, which opened on 27 June 1960 and continues today as the Bentleigh Motel. Next was the Major Motel (July 1960), the Star Motel and the Midway Motel (both late 1960) and the Astor Motel (Jan 1961). With the Pacific Highway cutting through the centre of town and its closeness to the beach, Coffs Harbour became an even more popular holiday destination than it was before, and many motels were built through 1960s and 1970s, with the most prominent row being that along the highway near the corner of Combine/Albany Streets.

However, the event that changed Coffs Harbour for forever was the construction and opening of the Big Banana in December 1963. Built by John Landi and John Enevoldson on their Macauleys Headland banana plantation, the Big Banana was inspired by a trip to Hawaii and American 'big things'. It was designed by Allan Chapman, a consulting engineer in Coffs Harbour and built by Alan Harvey. It measures 40 feet long, 14 feet high and 9 feet across. The surrounding banana plantation was also presented as part of the tourist experience with walks through the bananas to see them at close range and to view flora and fauna along the route.

The Big Banana was an instant success and saw 2000 visitors a day in its first week of operation. It has entered Australian popular consciousness as a kitsch icon, the first of the 'big things' and interchangeable with Coffs Harbour.

Post-war churches

As already noted, Coffs Harbour's original churches were, in nearly all cases, small, Gothic-Revival, weatherboard churches built of local timber and dating before WWII. Possibly the last timber church is Sawtell's large Roman Catholic church built in the early 1950s. While not in the traditional Gothic style, it continued the pre-war preference for weatherboard construction.

After the Second World War, there occurred a period of church building which has contributed a very different architectural heritage to Coffs Harbour. As Neil Yeates has noted, the period between 1958 and 1962 was a period of intense church building which saw the following churches built:

- The new St Augustines Roman Catholic Church, Albany Street (1962)
- St Andrews Presbyterian Church, Harbour Drive (1962)
- New Methodist (now Uniting) Church, corner of Gordon Street (1970)
- Seventh-Day Adventists, Pacific Highway and Valley St (1973)
- St Johns Church of England, Maclean Street (1972)
- St Francis Xavier Roman Catholic church, Woolgoolga (1968)
- Bethel Foursquare Church, now the Wesleyan Methodist Church, Bray St (1983).

These churches are notable for their sophisticated designs with several featuring tall central spires, their overall size, and the use of modern materials: brick, tiles, copper, mosaics etc. They incorporate new liturgical ideas with large, in the-round spaces, increased glazing, and non-traditional internal layouts. They form an important group of post-war buildings.

Migrant communities

The Sikh community in Woolgoolga

It has been estimated that half of Woolgoolga's population is Sikh or of Sikh descent (approximately 2500), and the local Sikh community owns 90 per cent of the local banana farms.

Sikhs first came to Australia in small numbers through the 19th century. They were mainly from the Punjab and arrived as indentured labourers working in the cane fields of northern New South Wales and north Queensland.

Sikhs arrived in Woolgoolga in the 1940s, initially as labourers on local banana plantations, but later success led to them acquiring leasehold and freehold title to banana plantations,

forming a small permanent resident population. This led to a further influx of Sikh migrants from other parts of Australia once knowledge of an established Sikh community became known.

The first permanent Sikh residents in Woolgoolga were Labu Singh from Belga and Booja Singh from Malpar Arkan district Jallandhar. Booja Singh was the first Sikh to purchase a banana plantation in Holloways Road and a residence in Beach Street.

Currently, Woolgoolga has two gurdwaras or places of worship. The first Sikh temple in Australia was built in Hastings Street, Woolgoolga in 1967. It was followed shortly after by another in 1970 on River Street (which was at the time part of the Pacific Highway which was replaced with a larger Sikh temple in 1991 which has become a local landmark, prominently situated above the highway.

In the 1996 census, 12,017 Australians identified their religion as Sikh. There are currently about 12 Sikh temples in NSW.

Dutch

Coffs Harbour has a large Dutch population, following large-scale migration after the Second World War. There continues a strong feeling of community among Dutch residents with an active association of Dutch descendents. There are two highly visible Dutch tourist attractions in Coffs Harbour: the Windmill Motel and the Clog Barn.

The Windmill Motel on the Pacific Highway south of Coffs Harbour is the result of the efforts of two Dutch men. In 1968 Mr Franz De Kever, a Dutch architect and his wife Rie bought the six-acre site with a view to build a motel and authentic Dutch windmill to house a restaurant. The windmill was began in 1972 but halfway through, tragedy struck in 1974 when Mr De Keever was killed when he fell while working on the frame of the mill. The windmill remained half finished until 1977 when Hans Eecen and his family called in to stay at “De Windmolen” as it was then named. They purchased the motel and Hans set about completing the windmill. The blades or “wicken” were made in Holland by Harry Dercke, who came out to assist in the assembly. It was finally officially opened in 1982, by the ambassador from the Netherlands.

The Clog Barn is a holiday park built by Dutch-born Tom Hartsuyker in the 1990s and is a celebration of Dutch culture ‘down under’. It features a clog-making workshop, gift shop and cafe specialising in authentic Dutch food. The main attraction is the model Dutch village. One visitor records her emotions during a visit: ‘I actually fought back tears when I saw the tiny world inhabited by tiny people connected by their tiny model railway; the delight of

seeing someone's passion manifested in such a carefully and laboriously constructed tribute to his cultural heritage was palpable.'

'Though a lesser-known attraction on the scale of Australian icons, the Clog Barn belongs in the pantheon of "big" monuments alongside the banana, the merino, the prawn, the pineapple and the countless other eccentric tributes to the diversity of our great land.'

Other migrant communities

There have been, and still are, sizable communities of Greek, Italian, German, Thai, Vietnamese, and most recently Sudanese based in Coffs Harbour.

Heritage items and locations

In the post-WWII period, Coffs Harbour has undergone a series of transformations to become a regional city. These transformations have involved the decline of the area's originating industries – shipping, gold, timber, dairying – and their replacement with residential development, tourism and a new consciousness of city status. Rail and shipping have been superseded by road and air travel. Timber houses have been replaced by brick. Shopping streets have lost their eminence to shopping plazas, and shifts in the demographic composition have seen sea-changers and retirees emerge as significant population groups alongside the more traditional small farmers, small business owners and families.

Perhaps the most obvious development after WWII was the redefining of Coffs Harbour as a holiday destination. Since the late 1950s and early 1960s, Coffs Harbour has actively promoted an image of itself as a beachside recreational place with an emphasis on the unspoilt coastline, sports such as surfing, sailing, fishing and golf, and family holiday fun against a backdrop of bananas. During this time, well-known tourist icons such as the Big Banana appeared as well as motels, fibro beach houses, caravan parks, holiday apartments and an array of sports facilities. Coffs Harbour's sense of self changed from a remote shipping, semi-industrial and farming centre to that of a strategically placed coastal, urban centre.

More recently, another change appears to be taking place with a further redefining of Coffs Harbour as a regional business centre and educational hub, focused around its schools and university, its airport, and its location mid-way between Sydney and Brisbane.

Heritage items from this major period of Coffs Harbour's history are many and varied. The list includes its icons and 'big things', the holiday shacks, motels and other tourist facilities, examples of modern architecture in houses and several of its churches, and items representing the contribution of its migrant groups. While relatively young, these buildings

and sites represent one of the defining period of Coffs Harbour's evolution and are important in recording the more recent past and the diversity which is now are major aspect of Coffs Harbour's identity.

Historic Themes

2 Peopling Australia Ethnic influences
3 Developing local, regional and national economies Agriculture
3 Developing local, regional and national economies Transport
4 Building settlements, towns and cities Towns, suburbs and villages
8 Developing Australia's cultural life Leisure
8 Developing Australia's cultural life Religion

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Part 3: Results

Methodology

Heritage items

The author, in conjunction with members of the Heritage Study Working Group and in accordance with NSW Heritage Branch guidelines, undertook the following steps:

- Reviewed previous heritage studies and histories.
- Travelled extensively throughout the LGA over several months to locate and identify potential items.
- Compiled a comprehensive list of potential items.
- Grouped the potential items according to broad themes and types (eg iconic, public buildings, cemeteries, schools, residential housing etc.).
- Located and photographed all potential items, where possible.
- Undertook additional research via local history groups, local and State archives, committee knowledge, historic photos, Council records, *Coffs Harbour Advocate* newspaper articles, where known.
- Compared potential items with similar SHI items.
- Assessed each potential item according to NSW Heritage Branch criteria.
- Compiled individual SHI inventory sheets.
- Prepared statements of significance.
- Deferred potential items when unable to locate, insufficient information available or they did not reach the threshold for heritage listing.

Heritage Conservation Areas (HCAs)

The author, in conjunction with members of the Heritage Study Working Group, and in accordance with NSW Heritage Branch guidelines undertook the following steps:

- Reviewed previous heritage studies and histories.
- Prepared brief histories of the HCAs with a focus on subdivision patterns, key development periods or layers.
- Identified potential HCAs based on concentration of significant and contributory buildings, evidence of historical layers, streetscape presentation and levels of intactness.
- Visited the HCAs to record buildings, typography, streetscape, views etc.
- Ranked individual sites according to listed, significant, contributory, detracting.
- Identified and described the built and visual characteristics (key landscape, streetscape and built form, characteristics and visual elements).
- Assessed each HCA according to NSW Heritage Branch criteria.

- Compiled SHI inventory sheets for each HCA with an emphasis on describing the current built and landscape character of the HCA.
- Prepared statements of significance.

HCA building contribution ratings

The following definitions were used when assessing and mapping HCAs:

Significant items (listed and proposed)

- Individually proposed items or listed items currently on the CHCC LEP or a State-agency s170 Register.
- Places that should be retained in order to conserve the heritage significance and context of the HCA.

Contributory places

- Places that contribute to the overall heritage significance of the conservation area.
- Places that, while not individually significant, when combined with other significant and/or contributory items, are integral to the significance of the HCA.
- Places that represent an important historical layer and highly or substantially intact.
- Good representative examples of their kind (architectural type, style or period). Note: very good examples of their kind can be considered contributory even if they do not represent a key historical layer; for example an outstanding example of post-war architecture within an inter-war precinct can rank as contributory.)
- Intact or substantially intact and/or could be reasonably reinstated to that condition.
- Contributory places with reversible alterations and additions that do not overwhelm the building (high fence, car port, modern landscaping, aluminium windows etc.).
- Contributory places with alterations and additions in keeping with (sensitive to) the building's original style, form and bulk, scale and materials.

Uncharacteristic or detracting places

- Places that have no identifiable significance or belong to any historical layer.
- New uncharacteristic development.
- Places alien or contrary to the prevailing character or context of the HCA through the use of materials, form, bulk, scale and colour.
- Places with major irreversible alterations and additions that dominate or overwhelm what might have been originally a contributory building
- Places that could be demolished or replaced without loss to the overall significance of the HCA.

Note on the use of 'neutral'

Neutral has not been used in the contributory mapping of the proposed HCAs. The term is frequently confusing and open to conflicting interpretations by heritage consultants and council planning staff, especially in providing guidance for council over future decisions for replacement or retention.

Discussion

Mixed character of Coffs Harbour

Through the course of this Heritage Study, it became clear that the historical development of Coffs Harbour is characterised by mixed development.

In its early decades, Coffs Harbour's population was small, and development was fragmented and loosely controlled. The early industries of shipping, timber getting and gold mining were transitory, and the focus of towns such as Coffs Harbour and Woolgoolga was divided between coastal shipping and the development of roads (eg the Pacific Highway). As a result, the growth of the Coffs Harbour area was uneven, sporadic and mixed. Few areas can be read as distinctive to one particular historical period of development. This is particularly true of residential housing where it is hard to find consistent or cohesive streetscapes or precincts from any one period. Instead; streets typically contain a mix of housing styles over several historical periods.

HCAs are typically defined by historical or architectural consistency. In this, Coffs Harbour differs because its historical development has created areas with no single prevailing historical layer and buildings from many historical periods sit in close proximity. Many areas known to be historically significant do not display high levels of consistency or intactness. This was particularly true of the Coffs Jetty area where there is a high concentration of early buildings and much recent development.

When it came to identifying and recommending HCAs in this report, it was necessary to give less weight to architectural consistency and more to identifying high concentrations of early buildings. 'Early' was understood to be before WWII and continuing up to the mid-1960s and as a result some proposed HCAs capture groups of buildings that cover a wide span of time and display much variety in their built form. It was felt that this approach was suited to capturing the character of Coffs Harbour's development. This also lead to the choice to propose a large number of individual items and a relatively small number of small HCAs as the means of best capturing the most significant buildings and streetscapes.

In addition, individual buildings in Coffs Harbour can be up to 120 years old and buildings of this age rarely survive their original form, fabric and style. It was acknowledged that modifications and additions have taken place over time and many places, even those with major changes have been assessed as significant or contributory.

No 'proper heritage' in Coffs Harbour

Another issue that arose was the poor perception by local residents of their own heritage. The commonly expressed view was that Coffs Harbour has no 'proper heritage'. Proper heritage was thought to exist in Grafton, Bellingen and Port Macquarie in being older settlements with grander government and civic buildings. Coffs Harbour lacks the types of buildings that locals consider typically 'heritage': bank buildings, civic buildings, court houses, cinemas, grand brick or stone buildings, consistent main streets, etc.

This sense of historic disenfranchisement was firmly entrenched and difficult to dismantle. It has led to a pervasive underestimation of Coffs Harbour's age and historical individuality. It has generated a belief that the built environment lacks quality, is provisional and does not tell any stories from the past, and consequently is not of heritage value. It has led to many distinctive local building types being undervalued, and an over-valuing of historical structures such as the tramlines and the gold mines which are now largely archaeological ruins or remnants.

Another common and related belief was that Coffs Harbour was not old enough to have heritage buildings. For many, Coffs Harbour is seen as a post-WWII town and the depth of historical evidence in surviving early buildings is greatly under-estimated.

To address this, the Heritage Study as well as focusing on post-WWII development, has also revisited early historical periods and identified many new potential heritage items. There is much surviving historical evidence that dates to the early years of permanent settlement in the Coffs Harbour area (post-1880) which helps redress the prevailing ahistorical perception.

Grouping proposed heritage items as themes or types

The overall mixed-development character of Coffs Harbour also means that potential heritage items are spread across the LGA. It is not easy at first to recognise the number or extent of significant buildings and their historical similarities and relationships.

To overcome this problem, potential items were grouped and assessed not according to geographical location but according to building type. This has allowed for many building types to emerge very clearly as historically significant groups of buildings. Though

geographically spread across the LGA, these groupings display common features and a common past. This typological approach has allowed for a much clearer appreciation of how Coffs Harbour and its surrounding settlements grew and how surviving buildings reflect distinctive periods of development.

A good example is the large number of surviving early timber shop buildings with posted verandahs. They are scattered throughout the LGA in small villages and along previously important travel routes. It is not until they are grouped together as a building type that their number and their similarities in age, design, construction and materials become apparent.

This approach has greatly improved appreciation of several important building types – churches, shops, schools, community halls, dairy buildings and packing sheds.

Building types important to Coffs Harbour

Timber buildings and weatherboard houses

Until WWII, the predominant building material was timber. The area was known for its local hardwoods, the harvesting of which drove early industrial growth via cedar-getting, coastal shipping, the construction of the government jetties, later large-scale logging and milling, and the two rail lines (North Coast main and the Glenreagh-Dorrigo branch lines).

Private houses, schools, shops, public buildings, local halls, hotels, police stations, courthouses, bridges were all made out of timber. The buildings and structures represent the early historical phases in the history of Coffs Harbour, make use of the dominant local building material, and display the skills and construction details of their time. Due to the hardness and durability of north coast hardwoods, many of these buildings are in a good state of repair.

There are also a significant number of post-WWII timber buildings – public buildings and residential housing. Fewer in number, they are nevertheless worthy of retention. The lesser number demonstrates the rapid decline in the timber industry after WWII and the introduction of new materials and new construction techniques.

It follows that all surviving pre-WWII and post-WWII timber structures are potentially of heritage significance and should be separately investigated as a group for retention and adaptive re-use, and future heritage listing.

Relocated buildings

Another phenomenon associated with the predominant use of timber is the common practice of relocating timber buildings. Private houses, schools, churches, community

buildings etc. have all been relocated at different times. It is a longstanding practice that began in the early years of settlement (frequently noted in local histories) and has been ongoing ever since. It was noted in several local school histories that the NSW Department of Education had a policy of relocating classroom buildings when they became available through the closure of smaller schools in preference to building new ones. This common practice continued up into the 1960s.

A large number of relocated buildings within the Coffs Harbour LGA were identified in this Heritage Study. In practically every case where it was known, the building came from within the Coffs Harbour area. Only two examples were found of houses relocated from further afield: a house now on Arrawarra Beach Road that originally came from Gatton and a house at Mullaway that came from Grafton.

(The CHCC's collection of historic street index cards and early BAs and DAs were helpful in identifying relocated houses. An application to relocate a house was noted as a "dwelling removal" on both the street index card and the BA/DA. Sometimes the address from which the house came was also noted.)

The 1998 Heritage Study by EJE Consulting identified a 1910 timber cottage relocated from Coffs Jetty to Sapphire Beach in c1920s-1930s. It was relocated to avoid its demolition and this was considered a gauge of the community's esteem for its early buildings. The fact of retaining the building via relocation has added to its heritage significance and become a reason for its subsequent heritage listing.

Buildings are moved for various reasons over time: to re-use a building in a new location; to maintain continuity of use and function; to relocate a building within the same allotment (ie to move a house to higher ground if flood prone), to save money, to retain homes within family ownership once land is sold, to solve conflicts with land zoning and development pressures, and to preserve the area's historic houses.

It is also relatively easy to do. Lightweight, all-timber construction and the traditional technique of building level houses resting on short piers or stumps means that timber houses are easy to pick up and move. The larger ones are cut through and moved in sections and, of the myriad of examples uncovered in the course of this Heritage Study, many large houses have been successfully relocated 'lock, stock and barrel' including verandahs. Thus, many relocated houses retain a high level of integrity.

While conventional heritage wisdom generally dismisses building relocation as a form of conservation due to the loss of context and original setting (historical and aesthetic criteria),

it can be argued such a practice does achieve good heritage outcomes. Relocated buildings continue to demonstrate their technical aspects or knowledge (in the case of timber buildings, the skills, materials and building techniques of the time); they continue to display architectural and design qualities (aesthetic); and they continue to be rare or representative examples of their kind (rare and/or representative). In their new locations, these buildings are usually adapted to new uses (adaptive re-use) which means repair and maintenance ensuring their survival. In the case of churches and school buildings, their social and historical function can also be maintained in new locations.

Relocated buildings also gain the additional significance that their retention by relocating demonstrates the high regard in which they are held by the contemporary community (social). Also, more recent buildings relocations usually have a documentary record of their relocation by way of development applications and photographs.

In the case of Coffs Harbour, the extent of the practice over time, the community's acceptance of it, the different reasons for moving buildings as well as the variety of buildings moved all demonstrate the local community's high regard and affection for its timber and weatherboard buildings and the strong desire to retain them.

Within this Heritage Study, relocated buildings with a high level of integrity were considered for heritage listing. While their ability to meet historic or aesthetic criteria has been impaired by the loss of original context, the relocated buildings in their new locations continued to meet other criteria:

- Aesthetic (often displaying distinctive or high-quality architectural features)
- Social (their relocation demonstrating a high level of community esteem)
- Technical (displaying the skills, materials and building techniques of the time)
- Rarity (sometimes)
- Representative (good examples of their kind)
- Integrity.

The community's desire to keep a building, as demonstrated by relocating it, was considered an added element to its significance.

Banana packing sheds

Banana packing sheds were identified as a distinctive local building type by the Heritage Study Working Group. These sheds are held in great esteem by the community, most of whom have fond memories of them as part of childhood experiences and they are well-known objects in the local rural landscape. They also engender a high level of local pride as

symbols of Coffs Harbour's signature industry and are a key component of Coffs Harbour's sense of identity.

Research into packing sheds revealed that Coffs Harbour's banana packing sheds have evolved a distinctive local form based on the specific requirements of banana growing and harvesting, the steep slopes on which they are grown, the need for the shed to be close to the road to load bananas onto trucks for road transport, and spaces for chemicals to be stored and rooms for packing cases to be made on-site.

Banana packing sheds have also been constructed in materials typical of their period. Early examples were initially made out of weatherboard (1930s-1940s), followed by fibro (1930s-1960s), followed by corrugated iron (1950-1970s).

As a result, the Heritage Study has rated highly a large number of surviving intact examples of banana packing sheds as iconic structures and important to the history of Coffs Harbour.

Many traditional banana-growing plantations are now subject to residential redevelopment – around Korora, Bennetts Road, Mackays Rd etc. – and the challenge is to retain these structures within new contexts, conserve them, and find new uses for them.

Timber bridges

The construction of two railway lines through the local government area in the 1920s coincided with a major period of timber bridge construction in NSW. The Coffs Harbour area, as a result, has a large number of surviving timber trestle bridges.

The bridges are either overbridges or underbridges. Overbridges span rail lines and major roads and were most likely built by the Department of Main Roads or PWD as local access or 'accommodation' roads.

Underbridges were built as part of the rail line and support the rail track. These were built by PWD. All timber underbridges on the North Coast line have been replaced. The examples surviving in the Coffs harbour area form part of the Glenreagh- Dorrigo branch line, which closed in 1975.

These road and rail overbridges and underbridges display typical and common designs but due to the removal of these bridges elsewhere in the state, they are becoming rare. They are also ageing, subject to heavier and faster traffic, and require repair and maintenance.

The other main group of timber bridges is the group of low-level timber beam bridges. These were most likely built by local councils as part of the local road network. There are many of these bridges remaining and they are picturesque elements in the rural landscape. Like high-level timber bridges, they are also ageing, subject to heavier and faster traffic, and require repair and maintenance.

This heritage study recommends heritage listing for all surviving high-level timber underbridges and overbridges. It also recommends listing for local timber beam bridges, subject to further study and assessment.

Dairy buildings

Dairying was an important early industry which is now largely defunct and many disused and abandoned dairy buildings survive around Coffs Harbour. They often survive as farm complexes with associated stockyards, piggeries, silos and other buildings.

Surviving dairy buildings around Coffs Harbour share many of the same heritage issues as banana packing sheds. They are easily recognisable as they conform to standard designs; they are prominent in being located close to the road for access to transport; they represent an important phase in the historical development of Coffs Harbour; and they are currently disused and in need of repair and maintenance.

The Heritage Study has identified many surviving and intact examples of dairy buildings and the challenge is to retain and conserve them, and to find new uses for them.

Fibro houses

Coffs Harbour has a large stock of fibro buildings. It consists of several types:

- early fibro and weatherboard houses from the 1920s and 1930s
- large post-WWII fibro houses in contemporary styles
- small post-WWII fibro beach houses and holiday/fishing shacks.

These houses are an immediately recognisable and a well-loved feature of towns up and down the NSW coast. They are indelibly associated with seaside holidays and coastal living, and hark back to simpler ways of life.

Perhaps the most loved but the most difficult to retain are the small fibro beach houses. They were built as small, simple, low-cost, low-maintenance houses, often by owner-builders. They frequently occupy large blocks of land. They have acquired an iconic status as of vernacular architecture and have a high level of social significance.

They are also under threat from demolition and development, by the desire for more sophisticated housing and by new materials and construction techniques. They are also under threat from fears about the health risks associated with asbestos fibro.

This heritage study has identified many fibro houses and recommended them for heritage listing. They are generally high-quality or distinctive examples of their kind or have architectural and design merits.

This leaves a large number of simple, unassuming, representative examples of fibro housing without any heritage protection as listed items or within HCAs. As well as listing the nominated examples of fibro houses detailed in this report, is also recommended that CHCC develop policies and design guidelines to retain fibro houses, to encourage sensitive alterations and additions, and to seek ways to incorporate fibro houses within larger developments.

Building types needing further investigation

Due to time and budget constraints, several important building types were not considered by this Heritage Study. These were:

- timber stockyards
- evidence and remains of gold mining activities
- tram lines relating to timber logging and milling
- rear lanes
- historic rural landscapes.

Timber stockyards

Many sets of timber stockyards survive in various states of abandonment and disrepair throughout the Coffs Harbour area. Most were constructed as part of dairy complexes (c1890s-c1930s); some may be earlier and relate to cattle grazing, and some might be later.

Their age is difficult to determine without further research. However, they form a prominent collection of rural/farming structures and important evidence of past industry, and so further research is needed to assess their significance and to suggest policies for their repair and retention.

Gold mining remains

Coffs Harbour's brief gold rush (1890s-1920s) is well known and part of local lore. Mining records exist with State Records relating to licences etc.

However, very little research has been done to date to locate, map and record the surviving physical evidence and remains of goldmining activities, and to suggest policies for their management and interpretation.

Tram lines relating to timber logging and milling

Like gold mining, Coffs Harbour's tram lines are well-known in principle but there is a lack of detail on their precise location and operation. They are a much-loved and heavily romanticised part of Coffs Harbour's history.

Most of the lines have been taken up but some physical evidence survives at former sidings and at creek crossings. For example, part of Bruxner Park Road follows the line of the former BAT tram line that ran from the jetty into the Korora forests.

Further research is needed to locate, map and record the surviving physical evidence and remains of the former tram lines and to suggest policies for their management and interpretation.

Rear lanes

Surviving in several areas within the Coffs Harbour LGA are early residential subdivisions that include rear lanes, formerly for use by night-soil carts. Woolgoolga, Sawtell, Park Beach, and Coffs Jetty all retain their early subdivision pattern with rear lanes.

These rear lanes were traditionally unsealed and unguttered. No longer used for night-soil and now used mainly for rear access, these lanes have acquired over time a picturesque quality. They are frequently used as alternative pedestrian paths and access routes and locals enjoy the sense of discovery they offer. They generally carry little car traffic and have survived intact with soft edges and no kerb and guttering. They help create the informal, relaxed, coastal feeling that characterises areas such as Woolgoolga, Sawtell and Park Beach.

For both their urban amenity, picturesque qualities and historical significance, rear lanes are worthy of retention and preservation. However, Council's current controls for large developments require rear lanes to be sealed and guttered and this will gradually erode their current urban and historic qualities.

It is recommended that council specifically consider and develop controls to retain the current historic and urban qualities of rear lanes and to find alternatives to the current controls that require progressive kerb and guttering for stormwater and vehicular access.

Historic rural landscapes

During the course of this Heritage Study, it became apparent that the Coffs Harbour area includes several rural landscapes of high historic significance. These are areas that continue to display their early settlement patterns, have experienced little subsequent intrusive development and which over time have acquired picturesque as well as historic qualities that justify their preservation. Most such landscapes relate to the early concentration of dairy farms in the Coramba/Upper Orara area and include Hartleys Road, Dairyville Road, Upper Orara Loop Road, North and South Island Loop Roads, Fridays Creek Road, Eastbank Road, Coramba Road and the Orara Way.

These areas include early farmhouses, sheds, early local roads, unsealed private roads, dairy buildings, fences, timber beam bridges, and 19th century tree plantings such as orchards, figs and pines. The siting of houses and buildings generally follow historic preferences. For example, houses are situated on gentle rises with views over valleys, farm outbuildings are located behind the main house, dairies are built close to roads, pine trees are planted near entrance gates or near houses; fig trees are used to provide shade for animals, historic roads generally follow the contours of the land, and private driveways taking a winding route from the main road to deliberately create a pleasing approach to the house.

With the modern desire for rural lifestyles and the decline of agriculture, especially dairy farming, these landscapes are now undergoing more rapid change. Smaller 'rural residential' allotments often mean that the land is no longer used for productive farming, farmhouses are alienated from their original landscape, and there is increasing contemporary development that no longer observes the traditional rural aesthetic. Modern houses are frequently large and conspicuously sited on the highest points to take advantage of distant views, sealed driveways take the most direct route to the house, modern farm sheds etc. are located according to convenience and are often large and visually intrusive.

These historic landscapes were considered too large and unwieldy to capture as conventionally defined HCAs and there was no time in the current Heritage Study to further identify or describe these important landscapes.

In short, many of the aesthetic and historic qualities of these landscapes are increasingly threatened by modern development.

It is recommended that a specific study be made of Coffs Harbour's historic rural landscapes by a heritage specialist experienced in historic landscape assessment with the view to devising specific planning policies and controls to help preserve their significant historic and landscape qualities.

Recommendations

Staged adoption of Heritage Study findings

Given the large number of proposed heritage items and HCAs put forward by this Heritage Study, it is recommended that a staged approach be taken to its implementation.

A staged approach would allow for greater consultation with the community over a longer period of time, increase the opportunities to explain the process of heritage listing, would allow for further assessment of some items, and create more opportunities to educate the public and individual property owners on the benefits of heritage listing.

The following stages are recommended:

- An initial non-statutory public exhibition of the draft Heritage Study, with public comments and submissions reported back to the Council.
- Preparation of the final version of the Heritage Study, addressing the comments received through the public exhibition.
- Formal adoption/endorsement by the Council of the revised and finalised Heritage Study following the non-statutory public exhibition.
- Statutory public exhibition and listing of proposed items owned by CHCC and State and Commonwealth government agencies and the proposed HCAs.
- Statutory public exhibition and listing of the public, farm, commercial, iconic etc. proposed items.
- Statutory public exhibition and listing of the proposed private residential items.

It is recommended that, where proposed HCAs do not progress to listing on the LEP, that the identified significant and contributory places within those HCAs be subject to further review and assessment as potential heritage items by experienced heritage consultants.

Promotion and Explanation of the Heritage Study

The Heritage Study includes many new proposed listings and item types that will be unfamiliar to many as potential heritage items. Also, the community has, generally speaking, a weak knowledge of the planning system within which heritage assessment and controls operate.

Alongside a staged adoption of the Heritage Study, CHCC needs to plan for and create opportunities to explain the Heritage Study and heritage conservation principles to the Councillors, planning staff, other Council staff, other building and planning professionals, and members of the community. This can be done in a variety of ways, such as:

- seminars and workshops, briefings etc. for members of the public
- print and online media (brochures, dedicated webpages within the Council's website
- press releases
- formal Councillor and senior staff briefings
- internal staff training
- specific seminars and training for targeted groups (property owners, private certifiers, real estate agents, consulting planners, building inspectors, etc.).

Public access to the Heritage Study

The Heritage Study, as a public document, needs to be readily available in a number of formats to be consulted by the public. To this end, it is recommended:

- Print copies be placed in the Local Studies Collection of the CHCC Library and with other local archives.
- A dedicated page on CHCC's website is developed for the Heritage Study and its findings
- give internal planning staff access to, and training in, the Heritage Branch database software and the State Heritage Inventory sheets
- make the CHCC heritage database available, in read-only format, to all internal CHCC staff until the CHCC inventory sheets are fully integrated with the NSW Heritage Branch's state-wide SHI database
- A dedicated computer terminal set up in the CHCC library to give the public access to the CHCC heritage database.

State significant items to be nominated for the SHR

Several potentially state-significant items were identified in this Heritage Study and previous heritage studies. They have been noted in the table of nominations and are also listed below as places to be nominated for inclusion on the SHR:

- Arrawarra fish traps, Arrawarra Headland
- Coffs Harbour Airport
- Coffs Harbour timber jetty
- The Big Banana, Pacific Highway
- The Big Windmill, Pacific Highway
- Pratt steel truss rail underbridge over Bonville Creek
- All surviving high-level timber trestle road and rail underbridges and overbridges
- Scout Hall, Harbour Drive – home of possibly the first Scout Troup in Australia
- Sikh Temple, River Street, Woolgoolga

- Sikh Temple, Hastings Street, Woolgoolga
- Timms timber mill, Ulong.

Potential items requiring further assessment

Many nominations were received from members of the public and the Heritage Study Working Group during the preparation of the Heritage Study. In addition, the proposed listings from previous Heritage Studies which did not subsequently become heritage items were also consulted and re-assessed. Some nominations were assessed as not reaching the threshold for heritage significance while many were deferred because they were not able to be fully assessed due to time and budget constraints or could not be located.

A list of deferred proposals requiring further heritage assessment is included in Section 4.

In addition, and following on from the discussion of specific types of heritage in the previous section, it is recommended that the following types of heritage be subject to further detailed heritage studies and recommendations by experienced heritage consultants:

- pre-WWII and post-WWII timber and weatherboard structures
- timber beam road bridges
- timber trestle road and rail bridges
- early surviving stockyards
- former timber-logging tramlines
- historic gold mining sites
- historic rural landscapes
- dairy buildings – options for conservation and adaptive reuse
- banana packing sheds – options for conservation and adaptive reuse
- fibro buildings – options for retention and conservation.

Part 4: Proposed items and HCAs, demolished and deferred sites

Proposed heritage items

Locality	Address	Item	Nominee	Owner	Status
ABORIGINAL PLACES					
Arrawarra	Arrawarra Headland	Arrawarra fish traps - nominate for State listing	EJE Study	Crown	listed
Coffs Jetty	South Coffs Headland	Ferguson Cottage - SHR item	SHR item	Crown	listed
ARCHAEOLOGICAL SITES					
Coffs Harbour	123 Pacific Highway	Walter Harvie's Tilting Ground and Jordans Pool (within the showground and caravan park)	EJE Study	Crown	
Coffs Jetty	South Coffs Headland	Buried trestle rail bridge	EJE Study	Crown	listed
Coffs Jetty	South Coffs Headland	Line of former tramway	EJE Study	Crown	listed
Sawtell	120-122 Lyons Road	Site of Boambee House in front garden and part of the footpath	community	CHCC/ Private	
Upper Corindi	Sherwood Creek Road	Bridge (pylon remains and headwall)	Kayandel Study	Private	listed
Woolgoolga	73 River Street	BAT Co relics	EJE Study	CHCC	listed
BUILT **Iconic and landmark items**					
Boambee	25 Middle Boambee Road	concrete milestones – two	community	Private	
Boambee East	Lyons Road	Storyland Gardens Shoe House	community	Private	

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Coffs Harbour	Bailey Avenue and Prince James Avenue corner	timber milestones - two	community	Private	
Coffs Harbour	7 Dalley Street	The Triton apartments	community	Private	
Coffs Harbour	189B Harbour Drive	Chance Bros Optic in the former Coffs Harbour Historical Museum	community	CHCC	
Coffs Harbour	189B Harbour Drive	concrete milestone in front of old Museum,	community	Private	
Coffs Harbour	351 Pacific Highway	Big Banana - nominate for State listing	EJE Study	Private	
Coffs Harbour	168 Pacific Highway	Big Windmill at the Windmill Inn - nominate for State listing	heritage adviser	Private	
Coffs Harbour	On road reserve in front of 393 Pacific Highway	Cunninghams Big Bunch	heritage adviser	Private	
Coffs Harbour	215 Pacific Highway	Clog Barn, Coffs Village Caravan Park	heritage adviser	Private	
Korora	Bruxner Park Road	Vincent Tree	community	Crown	
Lowanna	Camp Creek Road	Lowanna Train Station	EJE Study	Private	listed
Sawtell	Bonville Headland	Sawtell Rock Pool	EJE Study	CHCC	listed
Sawtell	Coronation Avenue	Bartlett Park; early contact site; remnant of early cattle farm	heritage adviser	CHCC	listed
Sawtell	25 First Avenue	Sawtell Cinema	EJE Study	Private	listed
Sawtell	First Ave central landscaped area	Fig trees (Ficus hillii)	EJE Study	CHCC	listed
Sawtell	First Ave central landscaped area	Noreen Anderson and Dora Climpson Memorial Garden	EJE Study	CHCC	listed
several	several	Glenreagh – Dorrigo rail corridor	heritage adviser / EJE Study	Private	listed

Ulong	Pine Avenue	Ulong Train Station	EJE Study	Private	listed
Woolgoolga	Beach Street and Wharf St corner	Two buoys at former entrance to caravan park	heritage adviser	CHCC	listed
Woolgoolga	Beach Reserve	Woolgoolga SLSC clubhouse	heritage adviser	Crown	
Woolgoolga	Featherstone Drive Industrial Estate	concrete milestone in garden of cafe,	Heritage adviser	Private	
Woolgoolga	2334 Pacific Highway	Big log, former sawmill site	community	Private	
Woolgoolga	111 Woolgoolga Creek Road	Adventure Village	community		
WWI sites					
Sawtell	Sawtell Reserve	Memorial Norfolk Pine	community	Crown	
Woolgoolga	Originally in Scarborough Street, then in front of RSL, now removed	Woolgoolga war memorial – sandstone; complete, in pieces and in Private storage	EJE Study	Private	
WWII sites					
Coffs Harbour	Airport Drive	Underground ammunitions store on eastern side of Coffs Harbour Airport	2009 SHI Report for Coffs Airport	CHCC	listed
Coffs Harbour	City Hill Drive	Bunker Cartoon Gallery	EJE Study	CHCC	listed
Coffs Harbour	Howard Street	Underground bomb store by the roadside near Gun Club	heritage adviser	Crown	
Coffs Harbour	Vernon Street	Coffs Harbour RSL memorial	EJE Study	Private/ CHCC	
Coffs Jetty	South Coffs Headland	Gun emplacements	EJE Study	Crown	listed

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Coffs Jetty	Harbour Drive	Remembrance Garden near Coffs Creek and Promenade	heritage adviser	CHCC	
Park Beach	Orlando Street	BBQ shelter near NBN	community	Crown	
Sawtell	Fourth Avenue	Lyle Rose Memorial Park in RSL Park	EJE Study	Crown	listed
Ulong	206 Timmsvale Road	Memorial plaques (three); close to the hydro mill site	community	Crown	listed
Upper Orara	610 Upper Orara Road	Orara WWII war memorial	EJE Study	Private	listed
Woolgoolga	15-17 Beach Street	Woolgoolga RSL memorial and helicopter	EJE Study	Private	
Churches and Places of Worship					
Bonville	8B Gleniffer Road	Holy Faith Anglican Church (1914)	EJE Study	church	listed
Coffs Harbour	9 Gordon Street	St Augustines Catholic Church and rectory – Post-WWII	heritage adviser	Church	
Coffs Harbour	19A-21 Gordon Street	Methodist church (former - original) built in 1920s, moved back to become part of hall	Heritage adviser	church	
Coffs Harbour	187 Harbour Drive	St Andrews Presbyterian Church – Post-WWII	heritage adviser	Church	
Coffs Harbour	2 Maclean Street	St Johns Anglican Church – Post-WWII	heritage adviser	Church	
Coffs Harbour	1-3 Valley Street	Seventh Day Adventist Church – Post-WWII	heritage adviser	Church	
Coramba	Dorrigo Street	St Pauls CofE Church; c1898; earliest surviving church in the LGA	heritage adviser	church	listed
Coramba	2 Duncans Bridge Road	Former Methodist Church; opened in June 1909	heritage adviser	Private	
Coramba	6-10 Gale Street	St Therese RC Church; opened March 1927 on site of original butter factory	Coramba Bridge CMP recommendation	Church	
Karangi	1021 Coramba Road	RC Church, Karangi (former); now a residence; built 1905	EJE Study	Private	

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Lowanna	29 Grafton Street	Lowanna church (former); now a residence; built 1934	heritage adviser	Private	listed
Nana Glen	47 Grafton Street	St Peters CofE church (c1904)	EJE Study	church	listed
Nana Glen	15 Nana Street	Uniting (Community) Church. Nana Glen (c1900)	EJE Study	Church	
Sawtell	2 Fourth Avenue	Catholic Church (1951)	EJE Study	Church	
Sawtell	15 Elizabeth Street	St Nicholas CofE Church (former); now the church hall	EJE Study	church	listed
Toormina	421 Hogbin Drive	Stella Maris chapel, John Paul College; built 1935 as Mary Immaculate, Star of the Sea (formerly at Coffs Jetty)	EJE Study	Church	
Ulong	11 Pine Avenue	Community Church Ulong (former RC) (1931)	EJE Study	Private	
Ulong	19 Pine Avenue	Presbyterian Church Ulong (former); now a residence; built 1911.	EJE Study	Private	
Upper Orara	612Upper Orara Road	All Saints CofE Church (former) (c1910)	EJE Study	church	listed
Woolgoolga	14 Hastings Street	Sikh Temple (first) - nominate for State listing	heritage adviser	church	
Woolgoolga	1-13River Street	Sikh Temple (Guru Nanak) - nominate for State listing	heritage adviser	church	
Woolgoolga	14 Scarborough Street	Woolgoolga RC Church – Post-WWII	heritage adviser	Church	
Woolgoolga	5 Trafalgar Street, 5	Uniting Church	heritage adviser	church	
Cemeteries/Gravesites					
Bucca	Bucca Road	Bucca Cemetery	community	CHCC	listed
Coffs Harbour	North Street	Coffs Harbour Cemetery – historic section only	heritage adviser	Crown	listed
Coramba	Tiger Fire Road	Coramba Cemetery	community	CHCC	listed
Coramba	330 Eastbank Road	Four graves, Dromore – 4 graves	community	Private	

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Coramba	Dorrigo Street, near Coramba School	Coramba cemetery - former	community	Private	
Corindi	Kangaroo Trail Road	Corindi Cemetery - former	Kayandel Study	Private	listed
Emerald Beach	32 Dammeral Crescent	road reserve in front of – Sarah and George Dammeral graves – 2 graves	community	Crown	listed
Emerald Beach	Moonee Nature Reserve, Look-at-Me-Now Headland	Sarah and George Dammeral memorial – 2 graves	community	Crown	listed
Emerald Beach	Moonee Nature Reserve, Look-at-Me-Now Headland	Keilawarra victims – 2 graves	community	Crown	listed
Emerald Beach	4 Kay Drive	Skinner-Cook graves – 5 graves	community	Private	
Lowanna	Bushmans Range Road	Lowanna Cemetery - former	community	CHCC	
Moonee Beach	Portion 5	Skinner-Martin graves – 4 graves	community	Private	
Nana Glen	923 Orara Way	Nana Glen Cemetery – former – 1 grave visible	community	Crown	
Nana Glen	1020 Eastbank Road	Packer grave, Sunset Cottage – 1 grave	community	Private	
Nana Glen	124 Grafton Street	Jarrett graves, Woodstock Park – 2 graves	community	Private	
Woolgoolga	15 Park Avenue	Weh-Hofmeier graves – 2 graves	community	Private	
Woolgoolga	Centenary Road	Woolgoolga Cemetery – historic section only	heritage adviser	Crown	listed
Shops and service stations					
Bonville	340 Pine Creek Way	Service station – Ampol; Post-WWII skillion roof building	heritage adviser	Private	
Boambee	752 Pacific Highway	Service station – Liberty; Post-WWII skillion roof building	heritage adviser	Private	

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Coffs Harbour	23-29 Harbour Drive and Vernon Street	Arcade - City Boulevard; modular 1960s facade on Vernon Street	heritage adviser	Private	
Coffs Harbour	33 Harbour Drive and Vernon Street	Arcade - Jack Simmons	community	Private	
Coffs Harbour	36 Harbour Drive	Arcade - Central	community	Private	
Coffs Harbour	85 West High Street	Shop – butcher; c1930s	EJE Study	Private	
Coffs Harbour	91 West High Street	Shop (former, now a solicitors); C1930s; see listing sheet for Victorian cottage next door at 93 or 91A West High Street	EJE Study	Private	
Coffs Harbour	120 West High Street	Shops, attached pair	heritage adviser	Private	
Coffs Harbour	127 West High Street	Cabas Store – facade; old-style family haberdashery; distinctive red brick crenellated facade	community	Private	
Coffs Harbour	10-16 Harbour Drive	1920s-1930s shopfronts	heritage adviser	Private	
Coffs Harbour	33 Frances Street	Shop; now the Deli Cafe	community		
Coffs Harbour	27 Gundagai Street	Shop; former corner shop and residence, now a business	community		
Coffs Harbour	108 Grafton Street	Dragon Restaurant	heritage adviser	Private	
Coffs Harbour	25 Combine Street	Shop and early residence	Heritage adviser	Private	
Coffs Jetty	358-376 Harbour Drive	Shops	heritage adviser	Private	
Coffs Jetty	380 Harbour Drive	Shop	heritage adviser	Private	
Coffs Jetty	382 Harbour Drive	Shop	heritage adviser	Private	
Coffs Jetty	384-386 Harbour Drive	Shops	heritage adviser	Private	

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Coffs Jetty	388-396 Harbour Drive	Shops	heritage adviser	Private	
Coramba	31 Gale Street	Shop – current bakery	heritage adviser	Private	
Coramba	39-41 Gale Street	Shop (former bakery) and residence	EJE Study	Private	listed
Coramba	45 Gale Street	Shop	heritage adviser	Private	
Karangi	992 Coramba Road	Karangi General Store and bowsers; post-WWII skillion roof building on prominent corner/bend in the road	heritage adviser	Private	
Lowanna	18 Grafton Street	Lowanna General Store and bowsers; C1934; has interior lining boards, railway seats, an intact early timber shop.	EJE Study	Private	
Nana Glen	30 Nana Street	Idle Inn Cafe	heritage adviser	Private	
Park Beach	33 Ocean Parade	Service station – BP; Post-WWII skillion roof building	heritage adviser	Private	
Sawtell	8-12 First Avenue	Shops and residence - 1940s two-storey facades	EJE Study	Private	listed
Sawtell	13 First Avenue	Shop NAB; 1920s bakery behind and 1950s small factory building	Heritage adviser	Private	
Sawtell	14-16 First Avenue	Shop (office) 1940s two-storey facades	EJE Study	Private	listed
Sawtell	18 First Avenue	Shop 1920s??? Remove from list?	EJE Study	Private	listed
Sawtell	20 First Avenue	Shop (bank) 1920s; former Commonwealth Bank building	EJE Study	Private	listed
Sawtell	21-23 First Avenue	Shop (restaurant) 1920s; Charlie Finch's chemist and dentists	EJE Study	Private	listed
Sawtell	31-33 First Avenue	Shop 1920s, approved for demolition	EJE Study	Private	listed
Sawtell	34-36 First Avenue	Shop (office and dental surgery) 1920s	EJE Study	Private	listed
Sawtell	45-49 First Avenue	Shop 1920s; red tiled facade	EJE Study	Private	listed
Sawtell	63-67 First Avenue	Shop and dwellings 1920s; approved for demolition	EJE Study	Private	listed

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Sawtell	114 First Avenue	Hilltop Store	EJE Study	Private	
Ulong	37 Pine Avenue	Ulong Butchery - former	community	Private	
Ulong	70 Pine Avenue	Easys General Store - 1920s	community	Private	listed
Ulong	74 Pine Avenue	Ulong Pie Shop	community	Private	
Ulong	76 Pine Avenue	Shop (former barber)	community	Private	
Woolgoolga	42 Beach Street	Corner shop (formerly Meat Palace) - Inter-war	heritage adviser	Private	
Woolgoolga	44 Beach Street	Store (formerly Priors Drapery) Inter-war; built late 1930s	EJE Study	Private	
Woolgoolga	40 River Street	Shops - Inter-war pair of shops	heritage adviser	Private	
Woolgoolga	58 River Street	Shop – weatherboard, Top Town Hardware	heritage adviser	Private	
Schools					
Boambee	30 Lindsays Road	Boambee Public School – weatherboard building	Heritage adviser	crown	
Bonville	11 Gleniffer Road	Bonville Public School – weatherboard building	Heritage adviser	crown	
Bucca	111 Central Bucca Road	Early Dept of Education classroom building, relocated to Private land	Heritage adviser	crown	
Bucca	870-872 Bucca Road	former public school and cottage (teachers residence), now the Lower Bucca Independent School and community Hall	community	Private	
Coffs Harbour	7 Salamander Street	Coffs Harbour Public School – weatherboard buildings	EJE Study	Crown	listed
Coffs Harbour	22 Earl Street	Former Talbillilinga school buildings – now Coffs Community Village, - one former school building from Jetty High School and two other weatherboard buildings	Heritage adviser	CHCC	

Attachment 1

Coffs Jetty	336 Harbour Drive	Coffs Harbour High School	EJE Study	Crown	listed
Coramba	6 Short Street	Coramba Public School – weatherboard buildings; teachers residence (not included in current listing)	heritage adviser	Crown	listed
Corindi	15 Coral Street	Corindi Public School – weatherboard buildings	community	crown	
Corindi	597 Sherwood Creek Road	Early Dept of Education classroom building, relocated to Private land?	Heritage adviser	Private	
Crossmaglen	384 Crossmaglen Road	Crossmaglen Public School – weatherboard buildings	heritage adviser	crown	
Karangi	1004-1006 Coramba Road	Karangi Public School – weatherboard buildings	EJE Study	Crown	
Korora	3 Korora School Road	Kororo Public School Public School – weatherboard building	heritage adviser	Crown	
Lowanna	54A Grafton Street	Lowanna Public School– weatherboard buildings	heritage adviser	crown	
Nana Glen	34 Nana Street	Nana Glen Public School – weatherboard buildings	EJE Study	Crown	
Sawtell	32 Eleventh Avenue	Sawtell Public School – weatherboard buildings	EJE Study	Crown	listed
Ulong	20 Hutchinson Street	Ulong Public School – weatherboard buildings	heritage adviser	crown	
Upper Orara	770 Upper Orara Road	Upper Orara Public School – weatherboard buildings	heritage adviser	crown	
Woolgoolga	1-11 Scarborough Street	Woolgoolga Public School – weatherboard buildings	heritage adviser	Crown	listed
Hotels and motels					
Coffs Harbour	88 Grafton Street	Plantation Hotel – built 1954-54	EJE Study	Private	
Coffs Harbour	11 Grafton Street	Matador Motel – great design and landmark site	Heritage adviser	Private	
Coffs Harbour	94-96 Grafton Street	Bentleigh Motor Inn (formerly the Rex). Second motel in Coffs Harbour, oldest surviving, fine facade, opened 27 June 1960.	Heritage adviser	Private	

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Coffs Harbour	2 Moonee Street	Fitzroy Hotel (now the Coast Hotel) – built 1941	EJE Study	Private	
Coffs Harbour	135 West High Street	Coffs Hotel – built 1937-1938	EJE Study	Private	
Coffs Jetty	356 Harbour Drive	Pier Hotel - Partially rebuilt after fire in 1914	EJE Study	Private	
Coramba	17-21 Gale Street	Hampden Hotel - 1940s 'moderne' / Functionalist	heritage adviser	Private	
Mullaway	2920 Pacific Highway	Suncoast Motel – Highly intact early (1960) motel	community	Private	
Park Beach	61 Ocean Parade	Seabreeze Apartments – c1949 seaside accommodation	EJE Study	Private	
Sawtell	51-55 First Avenue	Sawtell Hotel	EJE Study	Private	listed
Sawtell	66-68 First Avenue	Sundeck Flats - large brick apartment block built in two stages	EJE Study	Private	listed
Sawtell	95 First Avenue	Si-esta Apartments – 1940s-1950s seaside accommodation	heritage adviser	Private	
Upper Orara	79-83 North Island Loop Road	Bucca Goldfields Pub (former)	EJE Study/ community	Private	
Public and community buildings					
Boambee	579 Pacific Highway	Memorial Hall	Heritage adviser	Crown	
Bonville	East Bonville Road	Memorial Hall	LEP	CHCC	listed
Bonville	Pine Creek Way	Post Office (former), c1899	EJE Study /LEP		listed
Coffs Harbour	45 Grafton Street	Weatherboard building behind Ticli's Solicitors (building fronting Studio Lane)	Heritage adviser	Private	
Coffs Harbour	215A Harbour Drive	Police Station and Courthouse (former); Coffs Regional Museum	EJE Study	CHCC	listed
Coffs Harbour	Airport Drive	Coffs Harbour Airport - nominate for State listing	EJE Study	CHCC	

Attachment 1

Coffs Harbour	209 Harbour Drive	Scout Hall; Coffs Scouts home of possibly the first Scout group in Australia - nominate for State listing	Heritage adviser		
Coffs Harbour	209A Harbour Drive	Guide Hall - 1950s weatherboard clubhouse building	Heritage adviser		
Coffs Harbour	4 Maclean Street	St Johns Anglican Hall	heritage adviser	church	
Coffs Harbour	20 Moonee Street	Soon-to-be former Police Station; distinctive 1960s modular facade – rare in Coffs Harbour; City Boulevard Arcade facade on Vernon Street	community	Crown	
Coffs Harbour	123 Pacific Highway	Old office and stables - small weatherboard building – Coffs Showground,	Heritage adviser	Crown	
Coffs Jetty	337 Harbour Drive	Jetty Memorial Theatre; formerly the Soldiers Memorial Hall	EJE Study	CHCC	listed
Coffs Jetty	350 Harbour Drive	Jetty Post Office	EJE Study	Crown	listed
Coffs Jetty	Jordan Esplanade	Coffs Harbour Jetty - nominate for State listing	EJE Study	Crown	listed
Coffs Jetty	1 Mildura Street	James Smith Memorial Park and pool remains	EJE Study	Crown	listed
Coffs Jetty	357 Harbour Drive	Lands Dept building	community	Crown	
Coffs Jetty	359 Harbour Drive	PWD building	Heritage adviser	Crown	
Coramba	4 Dorrigo Street	Community Hall	LEP	CHCC	listed
Coramba	71-73 Gale Street	Coramba Police Station	LEP	Crown	listed
Coramba	16-18 Gale Street	CWA Park	Heritage adviser	CHCC	
Corindi	93 Pacific Street	Community Hall	community	Crown	
Corindi	Pacific Street	Corindi racecourse (former)	community	Crown	

Attachment 1

Korora	Charlesworth Bay	Jack Davis Boatshed	EJE Study	Crown	
Lowanna	33 Grafton Street	Community Hall	Heritage adviser		
Moleton	670 Moleton Road	Telegraph station/post office	Heritage adviser		
Nana Glen	26 Grafton Street	Community Hall			
Nana Glen	20-22 Grafton Street	Tennis Courts	Heritage adviser		
Sawtell	21 Elizabeth Street	Community Hall CWA	EJE Study	Private	
Sawtell	25 Elizabeth Street	Meals on Wheels	EJE Study	CHCC	
Sawtell	Lyons Road	Scout Hall; 1950s weatherboard clubhouse building	Heritage adviser		
Sawtell	Sawtell Reserve, off Lyons Road	Sawtell Reserve Hall	EJE Study	CHCC	listed
Sawtell	89 First Avenue	Police Lock Up	EJE Study	crown	
Sawtell	5 Lyons Road	Tennis Courts – 1920s weatherboard clubhouse	1986-1987 Heritage Study		
Toormina	600A Hogbin Drive	Rex Hardacre Oval, Bowling Club – former; weatherboard and fibro clubhouse - Original Bowling Club House, Band Room, Play Group room and Radio Club House	Heritage adviser	CHCC	
Ulong	99 Timmsvale Road	Community Hall - former	community	Private	
Ulong	231 Timmsvale Road	Bush Nurses Hut/former timber mill building; small timber shed, part of former mill	Heritage adviser	Private	
Ulong	72 Pine Avenue	Melody Hall and petrol bowser	community		

Attachment 1

Upper Orara	610 Upper Orara Road	Community Hall; 1907-1908	EJE Study		listed
Upper Orara	645 Upper Orara Road	Rural Fire Shed - relocated forestry hut	Heritage adviser	Crown?	
Woolgoolga	35 Beach Street	Woolgoolga Community Centre (former police station); c1890; originally behind public school in Scarborough St	EJE Study	CHCC	
Woolgoolga	29 Hastings Street	Scout Hall on Public Reserve (behind public school)	community	Private	
Woolgoolga	off Hearnes Lake Road	Guide Hall – Woolgoolga – former - originally on Boundary Street near Bowling Club, relocated in 2003	community	Private	
Bridges					
Bonville	Over rail line on Overhead Bridge Road, within Bongil Bongil National Park	Timber overbridge – rail – 590.378 km from Sydney (built c1924) - nominate for State listing	Heritage adviser	Crown	
Bonville	Over rail line on East Bonville Road	Timber overbridge – rail – 595.278 km from Sydney (built c1924) - nominate for State listing	Heritage adviser	CHCC	
Bonville	Over Bonville Creek within Bongil Bongil National Park	Steel bridge – rail – lattice – (built c1924) - nominate for State listing	Heritage adviser	Crown	
Bonville	Over Pine Creek Way on East Bonville Road	Timber overbridge – road– (built c1924) - nominate for State listing	Heritage adviser	CHCC	
Brooklana	over Bo Bo River, Eastern Dorrigo Way	Timber overbridge – road - nominate for State listing	Heritage adviser	CHCC	
Coffs Jetty	In reserve near cnr Jordans	Timber bridge tram remnant	community	crown	

Attachment 1

	Esplanade and Camperdown Street				
Coramba	Over rail line on Hartleys Road	Timber overbridge – rail – 626.996 km from Sydney (built c1924) - nominate for State listing	Heritage adviser	CHCC	
Coramba	Over rail line on ARTC access road off Eastbank Road, opp Kings Ridge Road	Timber overbridge – rail – 632.251 km from Sydney (built c1924) - nominate for State listing	Heritage adviser	Crown	
Lowanna	Over rail line at Gundarene Rd	Timber overbridge – rail - nominate for State listing	Heritage adviser	CHCC	
Nana Glen	Over rail line on Eastbank Rd	Timber overbridge – rail – 636.260 km from Sydney (built c1924) - nominate for State listing	Heritage adviser	CHCC	
Nana Glen	Over rail line on Grafton Street	Timber overbridge – rail – 639.??? km from Sydney (built c1924) - nominate for State listing	Heritage adviser	CHCC	
Nana Glen	over Bucca Creek on Morrows Road	Timber overbridge – road - nominate for State listing	Heritage adviser	CHCC	
various	Various bridges on local roads throughout LGA	Timber low-level beam bridges – group listing – Identified by their typical construction and use of North Coast hardwoods; full logs or beams resting on timber piers or short trestles provide the span and carry the timber deck which transverses the beams; often with timber side retaining walls to hold the creek bank.	Heritage adviser	CHCC	
various	Within the former Glenreagh-Dorrigo branch line rail corridor	Bridges – rail – timber trestle and steel plate riveted – Four bridges that form part of the former railway – see separate listing sheet for the Glenreagh-Dorrigo rail corridor and heritage assessment by Ray Love	Heritage adviser	Private	

Attachment 1

Dairy and farm buildings					
Boambee	24-24A Butlers Road	Dairy building	Heritage adviser	Private	
Bonville	286 Gleniffer Road	Dairy building	Heritage adviser	Private	
Bonville	1234 Pine Creek Way	Dairy building – behind former Bonville Post Office; c1890s – early 1900s	EJE Study	Private	
Bonville	330 Pine Creek Way (formerly 1218 Pacific Highway)	Dairy building – Lindsays	EJE Study	Private	
Brooklana	Eastern Dorrigo Way, above Bo Bo Road	Dairy building	Heritage adviser	Private	
Bucca	240 Weirs Road	Dairy building	Heritage adviser	Private	
Bucca	591 Central Bucca Road	Dairy building – Glenvale	Heritage adviser	Private	
Coffs Harbour	134 West High Street	BGF offices and warehouse (former)	heritage adviser	Private	
Coffs Harbour	321 Harbour Drive	Butter factory – former – Coffs	EJE Study	CHCC?	listed
Coffs Harbour	5 Bennetts Road	Packing shed	community		
Coffs Harbour	83 Bennetts Road	Packing shed - Spagnolos	community		
Coffs Harbour	131 Mackays Road	Packing shed	community		
Coffs Harbour	59-61 Bennetts Road	Packing shed – now a house	community		
Coffs Harbour	48 Spagnolos Road	Shed – weatherboard	Heritage adviser		
Coramba	1513b Coramba Road	Butter factory – former - Coramba	EJE Study / Coramba Bridge CMP	Private	

Attachment 1

Corindi	623 Sherwood Creek Road	Stockyards	Kayandel Study	Private	listed
Crossmaglen	249 Crossmaglen Road	Dairy building – Bonville Smash Repairs	Heritage adviser	Private	
Karangi	1096 Coramba Road	Dairy building	Heritage adviser	Private	
Korora	76 Korora Basin Road	Packing shed and water tank	community	Private	
Korora	275-277 West Korora Road	Packing shed	community		
Korora	311 Old Coast Road	Packing shed – pressed metal lined exterior	community		
Korora	170 Bruxner Park Road	Packing shed – weatherboard	community		
Korora	108 West Korora Road	Packing shed - weatherboard	community		
Korora	429A-429B Pacific Highway	Packing shed - weatherboard	community		
Nana Glen	230 Brewers Road	Silo – corrugated concrete	Heritage adviser		
Nana Glen	24 Soloman Close	Silo – corrugated concrete	Community		
Nana Glen	137 Morrows Road	Dairy building	Heritage adviser	Private	
Nana Glen	789 Orara Way	Dairy buildings (several) and stockyards	Heritage adviser	Private	
Sandy Beach	111 Johnsons Road	Packing shed - iron	community	Private	
Sandy Beach	133 Holloways Road	Packing shed - weatherboard	community	Private	
Sapphire Beach	60 The Mountain Way	Packing shed – corrugated iron	community		
Sapphire Beach	The Mountain Way (off Gaudrons Road)	Packing shed	community		
Ulong	Timmsvale Road (part Lot 6 &	Dairy building	Heritage adviser		

	7 DP 882842)				
Upper Orara	721 Dairyville Road	Silo – corrugated iron	Community		
Upper Orara	418 North Island Loop Road	Shed – slab – early, c1889s	EJE Study	Private	listed
Upper Orara	524 Dairyville Road	Shed – slab – early	Community		
Upper Orara	553 Upper Orara Loop Road	Dairy building	Heritage adviser	Private	
Upper Orara	55-59 Nth Island Loop Road	Dairy building – Ides farm	Heritage adviser	Private	
Upper Orara	529 Dairyville Road	Dairy building – Jenola Park	Heritage adviser	Private	
Woolgoolga	Morgans Road (part Lot 282 848751)	Packing shed - weatherboard	community	Private	
Woolgoolga	21 Arkan Avenue	Packing shed - weatherboard	community	Private	
Timber mills and industrial buildings					
Coffs Harbour	150-156 Pacific Highway	Isles Forge – now the Bailey Centre	community	Private	
Karangi	1099 Coramba Road	Timber mill (former)	EJE Study	Private	
Lowanna	Bushmans Range Road	Georges Gold Mine, early farmhouse, farm and dairy buildings	EJE Study	Private	listed
Ulong	Timmsvale Road	Hydro mill – relic, C1922	EJE Study	Private	listed
Ulong	20 Timms Avenue	Timber mill, C1900; - nominate for State listing	EJE Study	Private	listed
1988 Bicentennial Plaques					

Attachment 1

Arrawarra	Beach reserve	Arrawarra fish traps	community		
Bonville	Crossmaglen Road	Timber mill at Crossmaglen	community		
Coffs Harbour	Road reserve, Coramba Road	Orange Trees	community		
Coffs Harbour	near corner of Pacific Highway and Duke Street	Coffs Harbour's first school	community		
Coffs Harbour	Fitzroy Park opp CHCC Chambers	Walter Harvie's tilting ground	community		
Coffs Jetty	Jetty foreshore, Jordans Esplanade	William and Mary Bryant	community		
Coffs Jetty	Jetty foreshore, Jordans Esplanade	The Jetty, Coffs Harbour	community		
Coramba	Gale Street	First Coramba Police Station	community		
Coramba	Off Gale Street	Coramba Butter Factory	community		
Coramba	Gale Street	First Coramba Post Office	community		
Emerald Beach	Near the Dammeral monument	Signal Point, Emerald Beach	community		
Sawtell	Sawtell Reserve	Walter Harvie's campsite	community		
Residences					
Pre-WWI					
Bonville	350 North Bonville Road	1915 farmhouse on hill - built by Burgess family, includes an early dairy shed	community	Private	

Attachment 1

Bonville	460-460A Crossmaglen Road	Farmhouse, barns and fig trees – 'Lone Fern' - late Victorian/pre-WWI farmhouse in rural setting with outbuildings and mature trees, including figs	Heritage adviser	Private	
Bonville	676 Pine Creek Way	Farmhouse, painted blue and recently renovated, and early dairy	Heritage adviser	Private	
Bucca	644 Bucca Road	Farmhouse and dairy buildings - early, pre-WWI timber farmhouse on bend in the road; sheds and dairy building	heritage adviser	Private	
Coffs Harbour	4 Blacker Close	C19th cottage and later weatherboard garage	EJE Study	Private	
Coffs Harbour	4 Coramba Road	1917 weatherboard house and attached workshop	EJE Study	Private	listed
Coffs Harbour	5 Korff Street	Small Victorian weatherboard cottage	Heritage adviser	Private	
Coffs Harbour	7 Korff Street	Large Victorian weatherboard cottage with pine tree	Heritage adviser	Private	
Coffs Harbour	20 Korff Street	Residence C1912	EJE Study	Private	listed
Coffs Harbour	18 Avenue Street	Victorian weatherboard cottage; behind St Augustines	Heritage adviser	Private	
Coffs Harbour	20 North Street	Victorian weatherboard cottage C1900-1910	EJE Study	Private	
Coffs Harbour	33 William Sharpe Drive	House on hill, long drive	Heritage adviser	Private	
Coffs Harbour	41 Gundagai Street	Victorian weatherboard cottage	Heritage adviser	Private	
Coffs Harbour	82 Moonee Street	C1890, Gothic weatherboard	EJE Study	Private	
Coffs Harbour	91 West High Street	C1890s residence next door to shop at 91 West High Street	EJE Study	Private	
Coffs Harbour	96 West High Street	Small Victorian weatherboard cottage	Heritage adviser	Private	
Coffs Harbour	265 Harbour Drive	Victorian weatherboard cottage	Heritage adviser	Private	

Attachment 1

Coffs Jetty	39 Jarrett Street	Residence; C1890s; heavily altered - Owned by George Scott Keevers and later by his daughter Isabella Keevers Requires further assessment	EJE Study	Private	
Coffs Jetty	48 Jarrett Street	Residence; C1890s - Early 1900's - Occupied from early 1930s by the Boles, Fern and Fuller families	EJE Study	Private	listed
Coffs Jetty	131 Victoria Street	pre-WWI weatherboard; also called the Red House.	EJE Study	Private	
Coffs Jetty	40 Camperdown Street	Weatherboard cottage near school oval, painted green	Heritage adviser	Private	
Coramba	1 Priors Road	Victorian farmhouse on rise, avenue of myrtles	Heritage adviser	Private	
Coramba	9 Gale Street	Victorian cottage, last of five built by Hampden Hotel publican	Heritage adviser	Private	
Coramba	15 Hartleys Road	'Hillview' - Victorian farmhouse, just past the rail line on the left	EJE Study	Private	listed
Coramba	17 Dorrigo Street	Weatherboard and fibro house, pressed metal on bay window, currently painted orange; behind Anglican church;	community	Private	
Coramba	13 Gale Street	Victorian cottage painted blue	Heritage adviser	Private	
Coramba	32 Eastbank Road	Very dilapidated old house close to the road; very overgrown	Heritage adviser	Private	
Coramba	38 Hartleys Road	Early farmhouse near train line C1890	EJE Study	Private	listed
Coramba	40 Gale Street	Victorian weatherboard cottage	Heritage adviser	Private	
Coramba	51 Eastbank Road	Victorian weatherboard cottage; overgrown garden	Heritage adviser	Private	
Coramba	63 Gale Street	Victorian weatherboard cottage on corner of Dorrigo St; including early garage at rear	Heritage adviser	Private	
Coramba	43 Gale Street	Victorian weatherboard cottage; close to street, painted orange.	Heritage adviser	Private	

Attachment 1

Coramba	1199 Coramba Road	Foxridge Farm	Heritage adviser	Private	
Corindi	7 Dirty Creek Road	Small farm house	community	Private	
Corindi	4 Cassons Close	Residence/homestead	Kayandel Study	Private	listed
Corindi	3 Coral Street	Residence/homestead	Kayandel Study	Private	listed
Corindi	70 Cox's Lane	Residence/homestead	Kayandel Study	Private	listed
Karangi	843 Coramba Road	Residence	EJE Study	Private	listed
Karangi	114 Mastons Road	Victorian? Weatherboard house, painted blue, possibly relocated?;	Heritage adviser	Private	
Mullaway	43 Whitton Place	Former Woolgoolga Public School headmasters residence; see Yeates Woolgoolga history	Heritage adviser	Private	
Nana Glen	4 Orara Street	Victorian cottage	Heritage adviser	Private	
Nana Glen	6 Orara Street	Victorian cottage; early house, relocated from Murphy Drive Coffs Harbour n 1981	Heritage adviser	Private	
Nana Glen	10 Orara Street	Victorian cottage and early garage	Heritage adviser	Private	
Nana Glen	21 Nana Street	Victorian cottage; old house, vertical weatherboards	heritage adviser	Private	
Nana Glen	52 Grafton Street	Victorian farmhouse; old farmhouse set back from road, long drive and camphor laurel tree in front	Heritage adviser	Private	
Nana Glen	235 Morrows Road	Victorian farmhouse; painted light blue	heritage adviser	Private	
Nana Glen	1038 East Bank Road	early small weatherboard; possibly former dairy building, close to road; later lead light windows; Looks like it might have been a converted dairy or shed; later leadlight windows	heritage adviser	Private	

Attachment 1

Nana Glen	59 Battery Road	Derelict house between Edgefern and railway	heritage adviser	Private	
Nana Glen	927 East Bank Road	Residence – 'Edgefern' including house, garden, dairy and other outbuildings and concrete silo	EJE Study	Private	listed
Nana Glen	9 Morrows Road	Victorian cottage – 'Glen Eden'; Impressive location and garden setting	heritage adviser	Private	
Nana Glen	24 and 28 Grafton Street	Houses on either side of Nana Glen Community Hall	heritage adviser	Private	
Nana Glen	1150 Orara Way	House on hill, former teachers residence for Nana Glen Public School	heritage adviser	Private	
Nana Glen	1566 Orara Way	Large timber farmhouse and stables close to road; relocated to higher ground to avoid flooding	heritage adviser	Private	
Red Rock	14 Ford Street	Residence – Victorian weatherboard cottage	Kayandel Study	Private	listed
Sawtell	92-94 Sawtell Road	Former headmasters house, Jetty High School; Relocated; large prominent house on curve in the road; Lot 9, DP 236856 1968 – BA360/68; 1994; BA1024/94 for a verandah.	community	Private	
Ulong	21 Hutchinson Street	Victorian cottage opposite Ulong Public School	Heritage adviser	Private	
Ulong	78 Pine Avenue	Weatherboard - former BAT caretakers cottage; Built 1905 for BAT timber mill on site of later Jetty High School, bought in 1915, moved to 36 Moore Street, additions and alterations in 1940s-1950s, moved to Ulong 10 years ago	community	Private	
Upper Corindi	354 Sherwood Creek Road	Residence/homestead	Kayandel Study	Private	listed
Upper Orara	71 Mount Browne Road	Near-derelict cottage overgrown with trees, late C19th?	Heritage adviser	Private	
Upper Orara	169 Dairvville Road	Residence; C1886	EJE Study	Private	listed

Attachment 1

Upper Orara	221 Dairvville Road	Residence – 'Creeside'; C1886	EJE Study	Private	listed
Upper Orara	63 Dairyville Road	Farmhouse; Late 19th century farmhouse/cottage	Heritage adviser	Private	
Upper Orara	117 Dairyville Road	Farmhouse – 'Inglewood'; Late 19th century farmhouse?	Heritage adviser	Private	
Upper Orara	274 South Island Loop Road – 'Tanglewood'	Victorian farmhouse	Heritage adviser	Private	
Upper Orara	356 North Island Loop Road - Wyndarra	Victorian house, front room used as a home church for Catholic church services; Careful extensions, stone walling	Heritage adviser	Private	
Upper Orara	429 North Island Loop Road	Victorian farmhouse; collapsed verandah, former dairy with many shed on site; two elderly brothers live there	Heritage adviser	Private	
Upper Orara	79-83 North Island Loop Road	very old house (Bucca Goldfields Pub) next to newer one, Victorian farmhouse and dairy buildings/shed etc.	Heritage adviser	Private	
Upper Orara	621 Upper Orara Road	Former post office, now residence	Heritage adviser	Private	
Woolgoolga	60 River Street	(currently solicitors); early, pre-WWI timber house	heritage adviser	Private	
Woolgoolga	2 Tomkins Avenue	early pre-WWI weatherboard	heritage adviser	Private	
Woolgoolga	5 Pacific Street	Amelie Lodge, Salvation Army hostel; relocated Victorian cottage	Heritage adviser		
Woolgoolga	9 Gordon Street	early pre-WWI weatherboard	heritage adviser	Private	
Woolgoolga	10 High Street	early pre-WWI weatherboard	community	Private	
Woolgoolga	13 Carrington Street, near Ocean Street corner	early pre-WWI? Weatherboard, original house built by the Pollack family, see Yeates Woolgoolga history	community	Private	
Woolgoolga	20 Scarborough Street	early, pre-WWI? weatherboard	heritage adviser	Private	

Woolgoolga	26 Carrington Street, at intersection with Trafalgar Lane	early pre-WWI? weatherboard	heritage adviser	Private	
Woolgoolga	30 River Street	Residence; originally two Victorian shops, now one house – see Yeates' Woolgoolga history	community	Private	
Woolgoolga	37 Pullen Street	early pre-WWI? weatherboard, original Pullen family house?	heritage adviser	Private	
Woolgoolga	56 Pullen St	Pre-WWI house	heritage adviser	Private	
Inter-war					
Arrawarra	2 Arrawarra Beach Road	Residence; timber relocated house in 1999	Heritage adviser	Private	
Arrawarra	18 Arrawarra Beach Road	Early weatherboard cottage	Heritage adviser	Private	
Boambee East	12 Lamberts Road	1940s timber house relocated; very good rear extension	Heritage adviser	Private	
Bucca	21 Randalls Rd	1920s farmhouse	community	Private	
Bucca	1119 Bucca Road	Bettlerhem – 1930s farmhouse and early shed	Heritage adviser	Private	
Coffs Harbour	2 Curacoa Street	Residence; C1920; very good additions; C1920; very good additions	EJE Study	Private	listed
Coffs Harbour	2 Korff Street	Interwar timber and fibro on corner	Heritage adviser	Private	
Coffs Harbour	2 King Street	Large house with hedge	Heritage adviser	Private	
Coffs Harbour	2 Murdock Street	Weatherboard cottage; glazed front verandah	Heritage adviser	Private	
Coffs Harbour	3 Maclean Street	Residence;	EJE Study	Private	
Coffs Harbour	4 Bonville Street	1930s weatherboard cottage, elevated, textured brick perimeter walls, next door to RC presbytery	Heritage adviser	Private	

Attachment 1

Coffs Harbour	4 Pitt Street	1930s cottages	Heritage adviser	Private	
Coffs Harbour	5 Maclean Street	Residence	EJE Study	Private	
Coffs Harbour	6 Gundagai Place	Elevated weatherboard and fibro cottage; relocated?	Heritage adviser	Private	
Coffs Harbour	8 King Street	Weatherboard cottage on corner	Heritage adviser	Private	
Coffs Harbour	12 Maclean Street	Weatherboard and fibro cottage and early garage	Heritage adviser	Private	
Coffs Harbour	16 Earl Street	Weatherboard and fibro cottage on corner; early garage behind	Heritage adviser	Private	
Coffs Harbour	16 Frances Street	Residence; Impressive interwar weatherboard	Heritage adviser	Private	
Coffs Harbour	18 Azalea Avenue	Weatherboard and fibro cottage	Heritage adviser	Private	
Coffs Harbour	22 Azalea Avenue	Weatherboard and fibro cottage	Heritage adviser	Private	
Coffs Harbour	18 Korffe Street	Weatherboard and fibro cottage	Heritage adviser	Private	
Coffs Harbour	23 Gordon Street	Weatherboard and fibro cottage leadlight windows	community	CHCC	
Coffs Harbour	24 Hardacre Street	Inter-war cottage opp TAFE (relocated)	Heritage adviser	Private	
Coffs Harbour	26 Hardacre Street	Inter-war cottage opp TAFE (relocated)	Heritage adviser	Private	
Coffs Harbour	28 Frances Street	interwar weatherboard and fibro on corner; reversible additions	Heritage adviser	Private	
Coffs Harbour	28 Hardacre Street	Inter-war cottage opp TAFE	Heritage adviser	Private	
Coffs Harbour	30 Hardacre Street	Inter-war cottage opp TAFE	Heritage adviser	Private	
Coffs Harbour	32 Hardacre Street	Inter-war cottage opp TAFE	Heritage adviser	Private	

Coffs Harbour	42 Gundagai Street	interwar weatherboard; currently painted blue, possibly relocated	Heritage adviser	Private	
Coffs Harbour	63 Elbow Street	Built by the Cox family; Large house behind high fence and garden, C1921-1922	EJE Study	Private	
Coffs Harbour	74 Moonee Street	Weatherboard and fibro cottage; intact rear garage	EJE Study	Private	
Coffs Harbour	85 Marcia Street	interwar weatherboard; sensitive rear additions	Heritage adviser	Private	
Coffs Harbour	112 Grafton Street	interwar weatherboard behind later building; next to Creek Towers	Heritage adviser	Private	
Coffs Harbour	114 West High Street	Inter-war cottage, high-quality timber detailing, original garage	Heritage adviser	Private	
Coffs Harbour	127 Albany Street	Weatherboard with high-quality decorative detailing	Heritage adviser	Private	
Coffs Harbour	180 Pacific Highway	Fibro cottage with verandah set back from the road	Heritage adviser	Private	
Coffs Harbour	288-294 Coramba Road	Inter-war fibro and weatherboard cottage; overgrown garden including orange trees	Heritage adviser	Private	
Coffs Harbour	303 Coramba Road	Inter-war fibro and weatherboard cottage currently painted blue and orange	Heritage adviser	Private	
Coffs Harbour	384 Coramba Road	Inter-war house	community	Private	
Coffs Harbour	Gordon Street	1920s bungalow, overgrown garden, next door to Motor Registry	community	CHCC	
Coffs Harbour	234 Pacific Highway	1930s residence behind shop on Pacific Highway, formerly 136 Woolgoolga Road and known as Fullers Store	community	Private	
Coffs Harbour	183 Harbour Drive	1920s timber cottage, painted white, possibly dairy building at backyard	Heritage adviser	Private	
Coffs Harbour	4 Azalea Avenue	Residence; C1934; Inter-war house, fine timber detailing	EJE Study	Private	listed

Attachment 1

Coffs Jetty	3 Orlando Lane	Inter-war fibro cottage	Heritage adviser	Private	
Coffs Jetty	10 Collingwood Street	Residence; 1920; former Jetty Police Station	EJE Study	Private	listed
Coffs Jetty	10 Moore Street	Residence; C1920s - Owner 1967 - 1975 Neville J. Budge	EJE Study	Private	
Coffs Jetty	10 Short Street	Timber and fibro house on corner	Heritage adviser	Private	
Coffs Jetty	11 Collingwood Street	Inter-war fibro and weatherboard cottage; later clad with fibro	Heritage adviser	Private	
Coffs Jetty	11 Moore Street	Residence; C1920 Owners - 1943 - 1966 Thomas Mathie and from 1966 to 1985 Enid J. McCrohan nee Mathie	EJE Study	Private	
Coffs Jetty	12 Moore Street	Residence; C1910 Owner 1944 - 1972 Percy Raymond Bartlett	EJE Study	Private	
Coffs Jetty	14 Moore Street	Residence; C1910	EJE Study	Private	
Coffs Jetty	16 Nile Street	intact 1930s weatherboard, dutch gable roof	Heritage adviser	Private	
Coffs Jetty	23 Moore Street	Residence;	EJE Study	Private	listed
Coffs Jetty	23-25 Orlando Street	Pair of inter-war cottages	Heritage adviser	Private	
Coffs Jetty	26 Collingwood Street	intact large 1930s weatherboard	Heritage adviser	Private	
Coffs Jetty	28 Moore Street	Weatherboard and fibro cottage	Heritage adviser	Private	
Coffs Jetty	29 Moore Street	Weatherboard and fibro cottage, on corner of Nile Street	Heritage adviser	Private	
Coffs Jetty	30 Moore Street	Weatherboard and fibro house	Heritage adviser	Private	
Coffs Jetty	31 Moore Street	Blue cottage, relocated in 1980, large allotment	Heritage adviser	Private	
Coffs Jetty	36 Collingwood Street	Large square fibro cottage	Heritage adviser	Private	
Coffs Jetty	37 Edgar Street	Two storey weatherboard, rear additions	Heritage adviser	Private	

Attachment 1

Coffs Jetty	45 Jarrett Street	Residence; C1937, the Hoschkes' house; local landmark	EJE Study	Private	
Coffs Jetty	151 Edinburgh Street	Residence; C1930	EJE Study	Private	listed
Coffs Jetty	164 Edinburgh Street	large inter-war-war house; C1920s Neville's Dental Surgery and residence and Mrs. Neville Snr's Red Cross Shop.	EJE Study	Private	
Coffs Jetty	167 Edinburgh Street	Residence; c1920s , recent large rear addition	EJE Study	Private	
Coffs Jetty	343-349 Harbour Drive	Row of large distinctive two-storey weatherboard and fibro cottages; local landmarks	Heritage adviser	Private	
Coffs Jetty	333 Harbour Drive	Large weatherboard house with later enclosed front verandah	Heritage adviser	Private	
Coffs Jetty	Jordan Esplanade (ARTC land)	PWD/Railway house	Heritage adviser	crown	
Coffs Jetty	62 Brodie Drive	weatherboard and fibro cottage house	Heritage adviser	Private	
Coffs Jetty	77 Orlando Street	Two-storey weatherboard with stained glass windows	Heritage adviser	Private	
Coramba	28 Gale Street	Weatherboard and fibro house, currently painted green and white	Heritage adviser	Private	
Coramba	11-13 Dorrgio Street	Elevated weatherboard, currently painted blue	Heritage adviser	Private	
Coramba	3-5 Dorrigo Street	Weatherboard , next door to 11-13 Dorrigo St, brick infill perimeter walls	Heritage adviser	Private	
Coramba	60 Gale Street	Large weatherboard – Attunga	Heritage adviser	Private	
Coramba	77 Gale Street	Large weatherboard – Frogmouth Hollow	Heritage adviser	Private	
Coramba	86A-86b Hartleys Road	Residence – 'Riverview'; 1922	EJE Study	Private	
Coramba	247C Orara Way	relocated house and garage	Heritage adviser	Private	
Coramba	744 East Bank Road	Large weatherboard relocated from 4 Avenue St, Coffs	community	Private	

Attachment 1

Corindi Beach	3540-3550 Pacific Highway	Two adjacent residences/homesteads with sheds and water tank	Kayandel Study	Private	listed
Corindi Beach	3550 Pacific Highway	Two adjacent residences/homesteads with sheds and water tank	Kayandel Study	Private	listed
Corindi Beach	3551 Pacific Highway	Two inter-war-1950s farmhouse with earlier shed	Heritage adviser	Private	
Emerald Beach	3 Bluff Road	Interwar House	Heritage adviser	Private	
Emerald Beach	51 Fiddaman Road	Interwar House	Heritage adviser	Private	
Karangi	186 Upper Orara Road	House, dairy building – Waterview; house relocated from within the property; intact dairy building?	Heritage adviser	Private	
Korora	108 West Korora Road	Large interwar fibro	Heritage adviser	Private	
Lowanna	5 Cavanaghs Road	Timber cottage and timber garage – former mill house	community	Private	
Lowanna	11 Lowanna Road	Relocated house from Bonville Street in 2002	community	Private	
Lowanna	17 Cavanaghs Road	Timber and fibro cottage; enclosed verandah – former mill house	community	Private	
Lowanna	670 Moleton Road	Early house – rural; C1920s; very similar to 782 Moleton Rd; has telegraph office opp; unpainted, very intact	EJE Study	Private	
Lowanna	782 Moleton Road	Owned by the Robbs, interwar house, pair with 670 Moleton Road; recently painted	Heritage adviser	Private	
Lowanna	221 Bushmans Range Rd	Kimble's house, early dairy, shed and water tank stand	Heritage adviser	Private	
Lowanna	32 Grafton Street	Large house opposite Lowanna Hall	Heritage adviser	Private	
Lowanna	112A Cavanaghs Road	Interwar house in distance on hill above former mill	Heritage adviser	Private	
Middle Boambee	176 Ayrshire Park Drive	Interwar house built in 1925 – "Alkoomie"	Community (landowner)	Private	

Attachment 1

Moonee Beach	15 Rushton Ave	Interwar house	Heritage adviser	Private	
Mullaway	45A Whitton Place	Relocated inter-war weatherboard house	Heritage adviser	Private	
Nana Glen	11 Weir Street	Residence; inter-war weatherboard and fibro	Heritage adviser	Private	
Nana Glen	19 Grafton Street	'Koonawarra'; 1920s farmhouse with dairy shed behind	Heritage adviser	Private	
Nana Glen	863-869 Eastbank Road	Interwar house; fibro and weatherboard	Heritage adviser	Private	
Red Rock	Caravan park/reserve, Park Street	'Lynch Cottage', small weatherboard	Kayandel Study	Crown	listed
Red Rock	2 Ford Street	Weatherboard with enclosed louvred verandahs	Kayandel Study	Private	listed
Red Rock	19 Schaffer Street	weatherboard and fibro house		Private	
Red Rock	30 Ford Street	fibro cottage		Private	
Red Rock	31 Schaffer Street	fibro cottage		Private	
Red Rock	33 Schaffer Street	early timber house with timber louvres		Private	
Red Rock	94 Flaherty Street	weatherboard beach cottage and garage		Private	
Sandy Beach	8 Banksia Close	Large weatherboard and fibro house, relocated in 1995	Heritage adviser	Private	
Sandy Beach	13 Chestnut Avenue	Weatherboard and fibro house, relocated in 1989	Heritage adviser	Private	
Sandy Beach	38 Emerald Heights Drive	Former Harbour Masters House; Originally on cnr Collingwood and Hood Streets, Coffs Jetty; relocated to Emerald Heights	community	Private	
Sandy Beach	47 Blackbutt Avenue	Large weatherboard and fibro house, relocated in 1989	Heritage adviser	Private	

Attachment 1

Sandy Beach	69 Blackbutt Avenue	Large weatherboard and fibro house, relocated in 1988; came from Moore Street Coffs Jetty	Heritage adviser	Private	
Sapphire Beach	18 Split Solitary Road	Residence; C1910; Relocated from the Jetty in 1920s-1930s	EJE Study	Private	listed
Sapphire Beach	39-41 Gaudrons Road	Weatherboard cottage relocated in 1983	community	Private	
Sapphire Beach	59 Gaudrons Rd, Sapphire	Relocated Queenslander; Original house relocated by Bob and Val Hunter; now owned by Chris Bowen.	Heritage adviser	Private	
Sapphire Beach	3 Reicks Close	Relocated from site of current Dragon Chinese Restaurant on highway in Coffs Harbour.	Heritage adviser	Private	
Sawtell	1 Twenty Second Avenue	Weatherboard and fibro house, elevated	Heritage adviser	Private	
Sawtell	1 Third Avenue, cnr of Fourth Avenue	Weatherboard and fibro house	Heritage adviser	Private	
Sawtell	4 Bellgrove Street	1930s weatherboard and fibro house	Heritage adviser	Private	
Sawtell	5 Coronation Avenue	1930s weatherboard	Heritage adviser	Private	
Sawtell	11 Bellgrove Street	1930s weatherboard house, currently painted white	Heritage adviser	Private	
Sawtell	25 Coronation Avenue	1930s weatherboard and fibro house	Heritage adviser	Private	
Sawtell	27 Eighteenth Avenue	Large weatherboard built by the McPhersons, a prominent timber milling family	Heritage adviser	Private	
Sawtell	37A Sawtell Road	Large, two-storey weatherboard, elevated	Heritage adviser	Private	
Sawtell	98 Bayldon Rd	Corner cottage; 1930s cottage; Very intact	Heritage adviser	Private	

Attachment 1

Sawtell	102 Lyons Road	Residence – Amaroo – early house	Heritage adviser	Private	
Sawtell	117 First Avenue	Early weatherboard; prominent corner, opposite Hilltop Store	Heritage adviser	Private	
Sawtell	155 Lyons Road	Residence – 'Coola Beri'; prominent corner, early house	Heritage adviser	Private	
Sawtell	1 Elizabeth Street	1940s weatherboard on prominent corner, weatherboard garage	Heritage adviser	Private	
Toormina	9 Sawtell Road	Early weatherboard cottage with large remnant gums	community	Private	
Ulong	138 Pine Avenue	weatherboard house and garage, bare non-existent garden	Heritage adviser	Private	
Ulong	230 Timmsvale Road.	Residence; early timber house, varnished interior	Heritage adviser	Private	
Ulong	76 Pine Avenue	Former bush nurses home	community	Private	
Ulong	16 Hutchinson Street	Weatherboard and fibro and weatherboard garage next to Ulong Public School; overgrown garden	Heritage adviser	Private	
Ulong	231C-231D Timmsvale Road	Mill houses – former – weatherboard; former bush nurses hut and early houses further back; former timber mill houses according to Maureen Timms	Heritage adviser	Private	
Ulong	2237 Eastern Dorrigo Way	Weatherboard farmhouse overlooking valley with dairy building	Heritage adviser	Private	
Upper Orara	106 Mount Browne Road	Inter-war weatherboard cottage, very intact	Heritage adviser	Private	
Upper Orara	201 Dairyville Road	Residence – 'Braeside'; C1920	EJE Study	Private	listed
Upper Orara	238 Fridays Creek Road	large 1930s weatherboard set above road – painted orange and green; relocated	Heritage adviser	Private	
Upper Orara	433 South Island Loop Road	Large weatherboard on rise, formerly Boultwoods	Heritage adviser	Private	

Attachment 1

Upper Orara	115-115A Wayper Creek Road	1920s house and early dairy building Christian Assemblies International	Heritage adviser	Private	
Woolgoolga	10 Nightingale Street	Two substantial fibro houses, one inter-war, one 1950s	heritage adviser	Private	
Woolgoolga	10 High Street	Early weatherboard, 1950s additions; see Yeates	heritage adviser	Private	
Woolgoolga	10 Scarborough Street	Inter-war weatherboard and fibro, opposite school	heritage adviser	Private	
Woolgoolga	12 Mackay Street	Interwar house	Heritage adviser	Private	
Woolgoolga	17 Fawcett Street	Inter-war cottage on timber piers	heritage adviser	Private	
Woolgoolga	21 Pullen Street	Interwar house	heritage adviser	Private	
Woolgoolga	25 Trafalgar Street	Inter-war weatherboard and fibro	heritage adviser	Private	
Woolgoolga	28 Market Street	Inter-war weatherboard and fibro; C1920s	EJE Study	Private	
Woolgoolga	30 Market Street	Inter-war weatherboard and fibro; C1920s	EJE Study	Private	
Woolgoolga	28 Ocean Street	1950s weatherboard – 'Blue Haven'	Heritage adviser	Private	
Woolgoolga	28 Queen Street	Inter-war fibro, below Dr Moores's house	heritage adviser	Private	
Woolgoolga	28 Pullen Street	1928 weatherboard, relocated from Woolgoolga, believed to be the Wharfingers house	heritage adviser	Private	
Woolgoolga	30 Scarborough Street	Weatherboard; recent sensitive additions	heritage adviser	Private	
Woolgoolga	31 Carrington Street	Inter-war weatherboard	heritage adviser	Private	
Woolgoolga	32 Nelson Street	Weatherboard and fibro on corner	heritage adviser	Private	
Woolgoola	33 Beach Street, cnr of	Timber cottage set well back from corner	heritage adviser	Private	

	Boundary Street				
Woolgoolga	34 Trafalgar Street	Inter-war weatherboard and fibro	heritage adviser	Private	
Woolgoolga	37 Nelson Street	Early timber cottage	heritage adviser	Private	
Woolgoolga	35 Nelson Street	Weatherboard relocated in 1977	heritage adviser	Private	
Woolgoolga	36 Market Street	Inter-war fibro	heritage adviser	Private	
Woolgoolga	42 Gordon Street	Large elevated fibro	heritage adviser	Private	
Woolgoolga	2 Beach Street	Fibro and weatherboard cottage	community	Private	
Post-WWII					
Arrawarra	41 Arrawarra Beach Road	Two-storey fibro	Heritage adviser	Private	
Arrawarra	4 First Avenue	Two-storey fibro	Heritage adviser	Private	
Arrawarra	17 First Avenue	Two-storey fibro	Heritage adviser	Private	
Bonville	108 Archville Station Road	1950s house, angled front wall	Heritage adviser	Private	
Boambee East	283A Sawtell Road	Green triple fronted weatherboard	Heritage adviser	Private	
Coffs Harbour	1 Ridge Street	skillion weatherboard and fibro	Heritage adviser	Private	
Coffs Harbour	1 Shepherds Lane	Early cottage with skillion adds to create butterfly roof	Heritage adviser	Private	
Coffs Harbour	3 King Street	Small weatherboard holiday house	Heritage adviser	Private	
Coffs Harbour	4 North Street	Tripled-fronted skillion fibro	Heritage adviser	Private	
Coffs Harbour	5 Earl Street	'Jerkarm'; 1950s 'Ideal Home'	heritage adviser	Private	
Coffs Harbour	13 Coramba Road	Triple-fronted fibro	Heritage adviser	Private	

Attachment 1

Coffs Harbour	14 Frances Street	Fibro cottage – skillion roof	Heritage adviser	Private	
Coffs Harbour	14 Bray Street	Weatherboard butterfly roof – two storey	Heritage adviser	Private	
Coffs Harbour	10 North Street	Weatherboard house	Heritage adviser	Private	
Coffs Harbour	15a North Street	Weatherboard house	Heritage adviser	Private	
Coffs Harbour	17 Beryl Street	Fibro cottage – skillion roof	Heritage adviser	Private	
Coffs Harbour	18 Francis Street	1950s weatherboard house with textured brick base	heritage adviser	Private	
Coffs Harbour	19 Francis Street	1950s 'Ideal Home'	heritage adviser	Private	
Coffs Harbour	20 Glenreagh Street	Triple-fronted fibro	Heritage adviser	Private	
Coffs Harbour	22 Ann Street	1950s weatherboard	Heritage adviser	Private	
Coffs Harbour	25 Gundagai Street	Triple-fronted fibro	Heritage adviser	Private	
Coffs Harbour	25 North Street	1950s 'Ideal Home' made out of concrete textured bricks	Heritage adviser	Private	
Coffs Harbour	29 Gundagai Street	Large 1950s weatherboard, two front doors	Heritage adviser	Private	
Coffs Harbour	32 King Street	Large weatherboard	Heritage adviser	Private	
Coffs Harbour	33 Gordon Street	Large weatherboard, porthole window	community	CHCC	
Coffs Harbour	35 Victoria Street	C1940; ocean liner house	EJE Study	Private	
Coffs Harbour	36 Combine Street	1950s weatherboard on corner	Heritage adviser	Private	
Coffs Harbour	41 Azalea Street	Triple-fronted fibro	Heritage adviser	Private	
Coffs Harbour	42 Shepherds Lane	1950s weatherboard	Heritage adviser	Private	
Coffs Harbour	45 Pitt Square	Fibro with butterfly roof	Heritage adviser	Private	

Attachment 1

Coffs Harbour	47 Coramba Road	Brick rendered 'Ideal home'	Heritage adviser	Private	
Coffs Harbour	49 Coramba Road	Triple fronted fibro	Heritage adviser	Private	
Coffs Harbour	47 Gundagai Street	Skillion fibro	Heritage adviser	Private	
Coffs Harbour	49 Gundagai Street	Skillion fibro	Heritage adviser	Private	
Coffs Harbour	48 Shepherds Lane	Clad in aluminium weatherboards; early 1960s, possibly rare building material	Heritage adviser	Private	
Coffs Harbour	52 Azalea Avenue	Triple-fronted fibro	Heritage adviser	Private	
Coffs Harbour	57 Azalea Avenue	1950s 'Ideal Home'	Heritage adviser	Private	
Coffs Harbour	61 Howard Street	Pettit and Sevitt house; 1970s; Architect John Woolley	heritage adviser	Private	
Coffs Harbour	70 Moonee Street	On corner; former residence, used as a commercial office	EJE Study	Private	
Coffs Harbour	72 Gundagai Street	Large 1950s weatherboard	Heritage adviser	Private	
Coffs Harbour	75 Azalea Avenue	Denton - 1950s 'Ideal Home', possibly clad with brick sheeting	Heritage adviser	Private	
Coffs Harbour	79 Azalea Avenue	1950s 'Ideal Home'	Heritage adviser	Private	
Coffs Harbour	92 Beryl Street	Skillion fibro cottage	Heritage adviser	Private	
Coffs Harbour	106 Albany Street	1950s 'Ideal Home'	Heritage adviser	Private	
Coffs Harbour	120 Albany Street	1950s weatherboard	Heritage adviser	Private	
Coffs Jetty	21 Camperdown Street	1950s 'Ideal Home'	heritage adviser	Private	
Coffs Jetty	21 Orlando Street	1950s weatherboard	heritage adviser	Private	
Coffs Jetty	24 Moore Street	Skillion fibro cottage	heritage adviser	Private	

Attachment 1

Coffs Jetty	36 Mildura Street	Relocated inter-war house	EJE Study	Private	
Coffs Jetty	37 Orlando Street	Two-storey 1950s weatherboard semis	heritage adviser	Private	
Coffs Jetty	161 Edinburgh Street	1950s weatherboard	heritage adviser	Private	
Coffs Jetty	326 Harbour Drive	1938 stuccoed house and garage painted blue	community	Private	
Coffs Jetty	1 Lee Street	1950s skillion fibro cottage	Heritage adviser	Private	
Coffs Jetty	1 Vost Street	1950s weatherboard beach house	Heritage adviser	Private	
Coffs Jetty	112 Park Beach Road	Two-storey weatherboard beach house	Heritage adviser	Private	
Corindi Beach	6 MacDougall Street	Fibro beach house - Seaspray	Kayandel Study	Private	
Corindi Beach	42 Pacific Street	Fibro beach house	Heritage adviser	Private	
Corindi Beach	51 Pacific Street	Fibro beach house	Heritage adviser	Private	
Corindi Beach	45 Pacific Street	Beach fibro with rear adds	Heritage adviser	Private	
Corindi Beach	59 Pacific Street	Early weatherboard cottage	Heritage adviser	Private	
Corindi Beach	30 Blackadder Road	Residence - Postwar fibro cottage – one of pair	Kayandel Study	Private	listed
Emerald Beach	29 Dammerel Crescent	Post WWII house	Heritage adviser	Private	
Korora	38 James Small Drive	Mill house – former – fibro, last remnant of timber milling in Korora; belonged to Haymes; accommodation for mill workers	community	Private	
Mullaway	37 and 39 The Boulevard	Two 1950s weatherboard cottages	Heritage adviser	Private	
Mullaway	45 Whitton Place	Relocated 1950s weatherboard house and garagea	Heritage adviser	Private	
Red Rock	20 Lawson Street	Residence - Fibro seaside cottage	Kayandel Study	Private	listed

Attachment 1

Red Rock	3 Rudder Street	Residence - Fibro seaside cottage	Kayandel Study	Private	listed
Red Rock	47 Schaffer Street	Residence - Fibro seaside cottage	Kayandel Study	Private	listed
Red Rock	50 Ford Street	1950s red and white weatherboard cottage and garage	Heritage adviser	Private	
Sandy Beach	3 Spruce Place	Beach fibro relocated	Heritage adviser	Private	
Sandy Beach	9 Wattle Close	Relocated from Coffs Harbour	Heritage adviser	Private	
Sandy Beach	11 Blackbutt Avenue	1950s weatherboard	Heritage adviser	Private	
Sandy Beach	1534 Solitary Islands Way	Post WWII – former mill house	Heritage adviser	Private	
Sapphire Beach	31 Sapphire Crescent	House with a butterfly roof – built 1961	Heritage adviser	Private	
Sawtell	3 Boronia Street	Residence; Post-WWII house with butterfly roof	heritage adviser	Private	
Sawtell	3 Fourth Avenue	Residence; Post-WWII, skillion-roof fibro beach cottage	heritage adviser	Private	
Sawtell	15 Sawtell Road	Fibro cottage – skillion roof	Heritage adviser	Private	
Sawtell	12 Elizabeth Street	1950s green stucco	Heritage adviser	Private	
Sawtell	34 Circular Avenue	1961 weatherboard with butterfly roof	Heritage adviser	Private	
Sawtell	51 Sixteenth Avenue	Triple fibro	Heritage adviser	Private	
Sawtell	107 Sawtell Road	1950s moderne fibro	Heritage adviser	Private	
Sawtell	140 Boronia Street	1950s weatherboard	Heritage adviser	Private	
Upper Orara	32 Mount Bishop Road	Two relocated fibros?	Heritage adviser	Private	

Attachment 1

Upper Orara	63A Dairyville Road	1950s weatherboard and fig tree on hill overlooking road	Heritage adviser	Private	
Upper Orara	163 Fridays Creek Road	Bunya Bunya – 1950s house and old dairy	Heritage adviser	Private	
Woolgoolga	17 Nightingale Street	Large brick home on prominent corner site	Heritage adviser	Private	
Woolgoolga	18 Market Street	Small weatherboard cottage	Heritage adviser	Private	
Woolgoolga	21 Carrington Street	1950s weatherboard beach house, elevated on corner	Heritage adviser	Private	
Woolgoolga	21 Fawcett Street	Small fibro cottage	Heritage adviser	Private	
Woolgoolga	21 Wharf Street	Small skillion fibro	Heritage adviser	Private	
Woolgoolga	22 Gordon Street	1950s fibro	Heritage adviser	Private	
Woolgoolga	23 South Street	Two-storey fibro	Heritage adviser	Private	
Woolgoolga	24 Trafalgar Street	U-shaped 1950s weatherboard	Heritage adviser	Private	
Woolgoolga	27 South Street	1950s skillion weatherboard house	Heritage adviser	Private	
Woolgoolga	27 Wharf Street	Small skillion fibro	Heritage adviser	Private	
Woolgoolga	29 Ocean Street	1950s ‘Moderne’ fibro house	Heritage adviser	Private	
Woolgoolga	37 Trafalgar Street	1950s beach fibro	Heritage adviser	Private	
Woolgoolga	38 Gordon Street	1950s weatherboard, former bank managers house	Heritage adviser	Private	
Woolgoolga	39 Carrington Street	Blue skillion fibro	Heritage adviser	Private	

Woolgoolga	41 Beach Street	Fibro doctors surgery	Heritage adviser	Private	
Woolgoolga	44 Gordon Street	Weatherboard house	Heritage adviser	Private	
Woolgoolga	54 Pollack Esplanade	Small skillion fibro; last house on the headland	Heritage adviser	Private	
Woolgoolga	70 Pacific Highway	Post-war fibro house	Heritage adviser	Private	
Woolgoolga	CR 74543 End of Hearnes Lake Rd	Two fibro fishing shacks; several have been removed, one currently under a permissive occupancy.	community	Crown	
Woolgoolga	23 South Street	Fibro fishing shack; currently under a permissive occupancy.	community	Crown	
Woolgoolga	27 South Street	Fibro fishing shack; currently under a permissive occupancy.	community	Crown	
Woolgoolga	21 Lake Road, Woolgoolga	Fibro fishing shacks and large fig tree	community	Crown	
Woolgoolga	23 Lake Road, Woolgoolga	Fibro fishing shack	community	Crown	

Proposed heritage conservation areas (HCAs)

Locality	**Name**	**Notes**	**Status**
Arrawarra	Arrawarra Beach Road		
Arrawarra	First Avenue		
Coffs Harbour	Gundagai and Long Streets		
Coffs Harbour	Korff Moonee Elbow Scarba Streets		
Coffs Harbour	North and Hardacre Streets		

Coffs Harbour	Presbyterian Church Group		
Coffs Harbour	Prince James Avenue		
Coffs Harbour	West High Street		
Coffs Jetty	Mildura Edinburgh Collingwood Streets and Harbour Drive		
Coffs Jetty	Moore and Edinburgh Streets		
Coramba	Coramba Village	Extension to the existing HCA	listed
Red Rock	Red Rock Village		
Sawtell	First Avenue	Existing HCA – no change recommended	listed
Ulong	Pine Avenue (East)		
Ulong	Pine Avenue (West)		
Upper Orara	Upper Orara Road		
Woolgoolga	Beach Street		
Woolgoolga	Carrington and Market Streets		
Woolgoolga	Woolgoolga Headland		
Woolgoolga	River Street Top Town		

Proposed items demolished since identified

Locality	Address	Item	Nominee	Notes
Bucca	Central Bucca Road	Bucca Bucca Church Hall	EJE Study	Destroyed by fire

Attachment 1

Coffs Harbour	13 Scarba Street	Residence	EJE Study	Demolished
Coffs Harbour	78 Moonee Street	Residence	EJE Study	Demolished
Coffs Harbour	36 Gordon Street	Residence	Heritage Advisor	Approved for demolition
Coffs Jetty	Beacon Hill	Beacon Hill building	EJE Study	Demolished
Coffs Jetty	16 Moore Street	Residence	EJE Study	Demolished
Coffs Jetty	36 Jarrett Street	Residence	EJE Study	Demolished
Coffs Jetty	168 Edinburgh Street	Residence	EJE Study	Demolished
Coffs Jetty	153-155 Edinburgh Street	Residence	EJE Study	Demolished
Coffs Jetty	168 Edinburgh Street	Residence	EJE Study	Demolished
Coffs Jetty	36 Mildura Street	Residence	EJE Study	Demolished
Coffs Jetty	58 Mildura Street	Residence	EJE Study	Demolished
Coffs Jetty	25 Edgar Street	Residence	EJE Study	Demolished
Coffs Jetty	45 Jarrett Street	Residence; C1937, the Hoschkes' house; local landmark	Community	Removed to Urunga
Coffs Jetty	341 Harbour Drive	Residence	Heritage Advisor	Approved for demolition
Coffs Jetty	326 Harbour Drive	1938 stuccoed house and garage painted blue	Community	Approved for demolition
Coffs Jetty	41 Watsonia Avenue	Residence	Heritage Advisor	Demolished
Coramba	Coramba Road	Coramba timber truss bridge	EJE Study	Demolished
Lowanna	18 Grafton Street, Lowanna	War memorial behind Lowanna Store; can't find	EJE Study	Demolished? Couldn't locate.
Sawtell	13 Twentieth Avenue	Residence; C1920s	EJE Study	Demolished by alts and adds

Sawtell	First Avenue	Post office	EJE Study	Demolished
Woolgoolga	20a Wharf Street, Woolgoolga	Water well. No trace on site; now strata home units	EJE Study	Demolished? Couldn't locate.

Proposed items requiring further investigation

Locality	**Address**	**Item**	**Notes**
Arrawarra	27 Arrawarra Headland Road	'The Harbour Masters'; relocated house from Coffs Jetty, now a holiday accommodation - Extensively remodelled; little integrity	Community
Arrawarra	12 Arrawarra Beach Road	Fibro cottage	Heritage Adviser
Boambee	1 Hamilton Drive	WE Smith Hudson Buildings; c1970s	Community
Boambee	40 Lindsays Road	House next to Boambee School, believed to be the former teachers residence Enclosed verandah; needs further assessment	Community
Boambee	Pine Creek Way	United Petrol station; post-WWII skillion roof building; poor integrity; unlikely to be of heritage significance	Heritage Adviser
Bucca	Central Bucca Road, opp Swann's timber mill	Old Post Office	Community
Emerald Beach	Eastern side of Pacific Highway, near Emerald beach turnoff	James Skinner's sugar mill site; location unknown; needs further assessment	Community
Emerald Beach	Emerald Beach Caravan Park, visible at low tide	Bullock Dray crossing, c1880s; Few visible remains, outside LGA? Location unknown; needs further assessment	Community

Attachment 1

Coffs Harbour	Duke Street	Mud huts; built in the mid-1980s, architect – Jack Wyatt. Too recent to be of heritage significance.	Community
Coffs Harbour	Macauleys Headland	Strong community belief that WWII bunkers were built on Macauleys Headland. No evidence for bunkers found; site was acquired for post-WWII wireless transmitting station for airport and later sold.	Community
Coffs Harbour	Pacific Highway	Row of post-WWII motels – colourful grouping with motel signs, trees and garden entrances; avenue of palm trees; functions as a gateway to Coffs Harbour	Heritage Adviser
Coffs Harbour	3 Dalley Street	Post-war weatherboard converted to use as CWA meeting rooms, on prominent corner	Heritage Adviser
Coffs Harbour	8 Blacker Close	Large skillion fibro	Heritage Adviser
Coffs Harbour	8 Fitzroy Street		Heritage Adviser
Coffs Harbour	11 Shepherds Lane	Post-war fibro and weatherboard with skillion roof	Heritage Adviser
Coffs Harbour	13 Market Street	Large fibro block of flats and adjacent weatherboard house	
Coffs Harbour	23 North Street	Victorian cottage with altered varandah; possibly more intact hat appears from the street	Heritage Adviser
Coffs Harbour	89 Marcia Street		Heritage Adviser
Coffs Harbour	24 Moonee Street	MBT Building; built c1970s	Community
Coffs Harbour	Watsonia Avenue	Casuarina Community School; built about 1990? Too recent to be of heritage significance.	Community
Coffs Harbour	Harbour Drive	Monterey Arcade next to Commonwealth Bank	Community

Attachment 1

Coffs Harbour	76B Bray Street	Wesleyan Methodist Church – built 1985	Heritage Adviser
Coffs Harbour	Between Coffs and Coramba	North Coast Railway tunnels – five in total; built in 1920s	Community
Coffs Harbour	5A Nelson St and 269 Coramba Road	Two similar weatherboard houses and garages built c1930s	Community
Coffs Harbour	114 Grafton Street	Creek Towers, built in 1973, 14 storeys high	Community
Coffs Harbour	Entrance to caravan park at Coffs Showground	Three palm trees; formerly on site of Masonic Lodge in Gordon St. Nominated for listing on Significant Tree Register	Community
Coffs Harbour	Cnr of Moonee Street and Harbour Drive	Former CBA bank building on prominent corner site; currently Kerry Albert and co Solicitors. Erected 1955 and extensively remodelled from original in 1980s; little integrity in exterior facade.	Community
Coffs Harbour	Harbour Drive	Brelsford Park; surviving feature of the original town plan for Coffs Harbour	Community
Coffs Harbour	Formerly cnr of Harbour Drive	Brelsford Park gates. Erected 1947. Only concrete lintel in storage at council nursery; not known if iron gates still exist. Not a war memorial.	Community
Coffs Harbour	Coff Street	CHCC Council Chambers building built 1983. Too recent to be of heritage significance.	Heritage Adviser
Coffs Harbour	Coff Street	Memorial Swimming Pool	Community
Coffs Harbour	Pacific Highway, south of Coffs	Major Motel, now the Arosa Opened July 1960– see Yeates Vol 2.	Heritage Adviser
Coffs Harbour	44 Bellingen Road, Coffs Harbour	Astor Motel, now the Premier Motel Opened 27 July 1961 – see Yeates Vol 2.	Heritage Adviser
Coffs Harbour	18 Glenreagh Street	Residence	Community
Coffs Harbour	Coffs Harbour Airport – WWII hideouts, underground fuel	WWII hideouts, underground fuel stores; see listing sheet under Built Heritage	

	stores; see listing sheet under Built Heritage etc.	etc.	
Coffs Harbour	Coast Hotel – original cellar; see listing sheet under Built Heritage	Original cellar - see listing sheet under Built Heritage	Heritage Adviser
Coramba	Hampden Hotel	Original cellar - see listing sheet under Built Heritage	Heritage Adviser
Corindi	Blackadder Road	Mosaic sculptures	Heritage Adviser
Coffs Jetty	Cnr of Harbour Drive and Edinburgh Street	Stairs below footpath; now partly covered by bitumen	Community
Coffs Jetty	Two stored at eastern breakwater quarry and possibly more at Karangi depot	PWD trolleys from jetty; important items from Coffs' period as a working harbour	Community
Coffs Jetty	Cnr Harbour Drive and Edinburgh Street	Post-WWII corner garage building	Community
Coffs Jetty	170 Edinburgh Street	Residence	EJE Study
Coffs Jetty	172 Edinburgh Street	Residence	EJE Study
Coffs Jetty	Beacon Hill	Concrete gun emplacement – small concrete structure	Heritage Adviser
Coffs Jetty	4 Nile Street	'Anpete'; post-war Mediterranean - Original home was residence of Lawrence Wake. This was demolished about 1972 and the existing home built by Max Spinks	Heritage Adviser
Coffs Jetty	Pier Hotel – original cellar; see listing sheet under Built	Original cellar - see listing sheet under Built Heritage	Heritage Adviser

Attachment 1

	Heritage		
Corindi	Opp 623 Sherwood Creek Road	Large timber and corrugated iron shed	Kayandal Study
Korora	End of Malibu Drive	Farmhouse shed etc.; Banana farm, Needs investigating	Community
Korora	Slots views of Pacific Ocean; view of Split Solitary Island	Views and vistas; Coffs Harbour the only place where you can see the Pacific Ocean from the Highway – Macauleys and Korora.	Community
Korora	189 Old Coast Road	Packing shed now a house with tall palm tree and other mature trees, newer shed behind; picturesque site	Community
Korora	End of Gaudrons Road	Packing sheds (two) and fibro house	Community
Korora	Background plantations of bananas	Views and vistas; Distinctive Coffs Harbour experience under economic threat – the green background of banana plantations	Community
Karangi	Coramba Road	'Pearl Haven', former teacher's residence from Karangi School relocated there in the 1970s? Much altered	Community
Lowanna	7 Cavanaghs Road	Mill house – former – weatherboard/fibro	Heritage Advisor
Lowanna	Cottage behind 5 Cavanaghs Road	Mill house – former – weatherboard/fibro	Heritage Advisor
Lowanna	361 Gundarene Rd	'High View'; early house on rise and stables	Heritage Adviser
Lowanna	398 Moleton Rd	Old cottage; isolated house, alum windows, still impressive.	
Lowanna	Off Eastern Dorrigo Road at turnoff to Lowanna	Aston army camp 1942-1943. Noted in 1986-1987 Heritage Study. Location unknown; needs further assessment.	Community
Lowanna	9.3-9.5km from Coramba turnoff to Eastern Dorrigo	Water trough (need to locate tank stand)	Community

Attachment 1

Moonee	200 m north of Moonee Beach Road, Pacific Highway	Moonee Cricket Pitch Location not known; requires further assessment. Noted in 1986-1987 Heritage Study. Location unknown; needs further assessment.	Community
Nana Glen	Over Bucca Creek at Morrows Road	Steel bridge – rail – plate rivetted – (built c1924)	Heritage Adviser
Nana Glen	1510 Orara Way	Large timber farmhouse close to road; wraparound verandah	Heritage Adviser
Nana Glen	789 Orara Way	Early timber cottage/farmhouse	
Park Beach	Over Coffs Creek	Steel bridge – rail – plate rivetted – one of the most photographed objects in Coffs Harbour (built c1924)	Heritage Adviser
Park Beach	Park Beach	Strong community belief that WWII bunkers were built on Park Beach; more likely to have been barbed wire emplacements. No evidence for bunkers found.	Community
Park Beach	Ocean Parade	Hoey-Moey; 1960? – see Yeates Vol 2.	Heritage Adviser
Park Beach	121 Ocean Parade	Pacific Towers; prominent landmark	Community
Park Beach	Orlando Street	Decorative perimeter wall of the Pet Porpoise Pool	Community
Park Beach	18 Watsonia Avenue	Early inter-war house remaining from Park Beach Reserve?	Heritage Adviser
Park Beach	28 Watsonia Avenue	1950s weatherboard relocated in 1970	Heritage Adviser
Park Beach	29 Watsonia Avenue	1950s fibro cottage, altered	
Park Beach	29 Watsonia Avenue	1950s? fibro - remaining from Park Beach Reserve?	Heritage Adviser
Red Rock	48 Schafer Street	Large two-storey weatherboard	Heritage Adviser

Attachment 1

Sandy Beach	Opposite 257 Johnsons Road	Packing shed - iron	Community
Sandy Beach	8 Wattle Close	Relocated weatherboard?	Heritage Adviser
Sapphire Beach	5 Sapphire Crescent	Early fibro ?	
Sawtell	Over Boambee Creek	Steel bridge – rail – plate rivetted– (built c1924)	Heritage Adviser
Sawtell	2 Park Street	Two-storey moderne	Heritage Adviser
Sawtell	3 Coronation Avenue	Streamlined, moderne	Heritage Adviser
Sawtell	3 Seventh Avenue	Early house with verandah; possibly relocated from Reserve	Heritage Adviser
Sawtell	28 and 30 Elizabeth Street	Santa Fe and Hoys Physiotherapy; Inter-war weatherboard and post-war stuccoed	Heritage Adviser
Sawtell	40 and 40A Elizabeth Street	Smithy's holiday accommodation; Post-WWII cottage;	Heritage Adviser
Sawtell	Not known	Remnant forest. Location unknown; needs further assessment	Community
Sawtell?	Scrub Creek	Littoral forest. Location unknown; needs further assessment	1986-1987 Heritage Study
Ulong	53 Pine Avenue	Residence - early house	Community
Upper Orara	339 Dairyville Road	Dairy building	Heritage Adviser
Upper Orara	Mt Browne Road	Water tower – smooth cast concrete visible from Coramba Rd	Heritage Adviser
Various		Relics/remains of gold mining activities	Community
Various		Relics/remains of timber tramlines at Coffs Harbour, Bonville, Macauleys, Korora, Woolgoolga and Corindi, Newports Creek, south of Coffs Harbour; need more information	Community

Attachment 1

Various		Honour boards (movable); need an inventory; ongoing project for the Heritage Executive committee.	Heritage Adviser
Various		Museum records, photos, Private history collection Need more information	Community
Various		Upper Orara Farm machinery Equipment Collection; Need to contact Doug Hoschke – need more information	Community
Various	Kratz Drive, Nth Boambee Rd, near Big Banana	Rex Sare buildings; Work of local architect; distinctive use of v-shaped steel supports; c1970s and c1980s. Needs more information on specific locations; needs further assessment.	Community
Woolgoolga	7 Nightingale Street	Post-war fibro skillion cottage	Heritage Adviser
Woolgoolga	15 Carrington Street	Post-war fibro with weatherboard additions	Heritage Adviser
Woolgoolga	32 Clarence Street	Early weatherboard – much altered	Heritage Adviser
Woolgoolga	Queen Street	Tennis courts and youth centre	Heritage Adviser
Woolgoolga	Hofmeir Parade	Small weatherboard; small Victorian weatherboard with later skillion roof mod?	Heritage Adviser
Woolgoolga	Pacific Street	Early cedar house, pre-WWI?, relocated from Grafton?	Heritage Adviser
Woolgoolga	On highway near petrol stations	Motel at Woolgoolga	Community
Woolgoolga	Above 118 Condons Road	Packing shed - iron	Community
Woolgoolga	Between 109-119 Condons Road	Packing shed - iron	Community

Attachment 1

Woolgoolga	Visible from Newmans Road	Early stockyards – Younger's farm	Community
Woolgoolga	Off Hearnes Lake Road	Timber relic submerged in Hearnes Lake. Within LGA? Needs further assessment.	Community
Woolgoolga	Woolgoolga Beach	Wreck of the Buster within LGA?	Heritage Adviser
Woolgoolga	Rocky foreshore at the southern end of Woolgoolga beach	Evidence of Pullens' jetty slide built in 1880s-1890s	Community
Woolgoolga	29 Gordon Street	Fibro cottage	
Woolgoolga	38 Gordon Street	Fibro house and garage	
Woolgoolga	Trafalgar Street, opp Uniting Church	1930s cottage, altered, still on timber piers	
Woolgoolga	Greys Road	Weatherboard packing shed now a house	Heritage Adviser

Attachment 1

COFFS HARBOUR CITY COUNCIL
Locked Bag 155 COFFS HARBOUR NSW 2450
www.coffsharbour.nsw.gov.au

Attachment 2

Issues Raised	Comments / Recommendations
Issues with the wide variety and choice of items **Issues with the wide variety of items chosen were raised in some of the submissions, including:** • **In the case of some of the inter-war and post WWII houses, the choice of buildings is too over-reaching and generic and doesn't represent a quality worthy of (eventual) heritage listing.** • **Due to the generic nature of the items chosen, the inventory sheets did not justify the inclusion of some of the inter-war and post WWII houses.** • **The property is described as substantially intact but in reality it has been altered, often quite considerably.** • **Information is missing from some heritage inventory sheets.** • **Descriptions of the property are inaccurate.**	The Heritage Study proposes 333 houses for heritage listing. Of these 121 are described as "inter-war" and 107 are described as "post WWII". Many of the particular items chosen are quite generic in appearance. The statements of significance are therefore generally repeated and there is limited history of each individual property provided. Due to the generic nature of the buildings chosen, the history in the sheet is the same for many sites. With other heritage item types there was also objection to information in the heritage inventory sheet. The submission from some owners disputed whether the building has heritage significance due to a large number of alterations that have been made to them. The role of the heritage inventory sheet is to establish the significance of a property and provide the basis for a property to be included in a heritage schedule of a Local Environmental Plan. The information in the heritage inventory sheet must therefore be specific to the subject property. Objections to the Heritage Study have made it clear that the information in the heritage inventory sheets, especially for some of the inter-war, and most of the post WWII houses are fairly generic in nature. There were 13 submissions which disputed the significance assessment as the primary issue. These submissions included reference to the fact that the property was not intact. That the property was not intact was stated as a primary issue in two submissions. **Recommendation** 1. That if and/or when additional funds become available Council commission a separate inter-war and post WWII housing character study. 2. That no further action be taken regarding the heritage listing of these houses.
Financial and/or Planning reasons **Many submissions raised the following as reasons for objection to the study:** • **The property was purchased as a development site** • **Financial hardship** • **Lost development potential** • **Zoning contradicts conservation objectives** • **Loss of property value**	Lost development potential was a very common theme and was a primary issue in 17 submissions. This was linked to concerns regarding medium density residential zoning for areas where the nominated item is much smaller than the development potential of the land. Some submissions stated directly that the primary issue of heritage listing would be the loss in the value of the property. Financial hardship was cited for all of these reasons as well as the cost of maintaining the property. The majority of these submissions were speculative with regards to financial impact and lost development potential. Some owners had already pursued the potential development of their property and these submissions provided more specific details about development potential and the impact of heritage listing. Others only had a loose notion of what they might expect if they were to sell or to develop. Two submissions indicated that they already have approval for the redevelopment of their properties. As with any strategic planning process heritage listing is subject to a statutory process. At this stage

Attachment 2

Issues Raised	Comments / Recommendations
	that process has not commenced and therefore there is currently no threat to development potential. Any existing, current approvals remain valid. The submissions made for commercial properties were more specific to each particular property. Potential loss of future development potential and current development approvals were given as reasons for objection by four commercial property owners. **Recommendation** That Council prepares promotional strategies as outlined in the report to better educate owners of historic buildings, and the general public about the benefits of heritage listing and sympathetic development options.
Potential Heritage Listing Restrictions **A concern that was repeated in many submissions was that (potential) heritage listing is too restrictive and it disadvantages the land owner.**	The primary concern of five submissions and a concern repeated in other submissions was that heritage listing is too restrictive and it disadvantages the owner. These concerns appear to be assumptions based upon hearsay; however they are very real concerns for many owners. A common misconception demonstrated at the information kiosk day and in many phone calls was that people believe once their property is heritage listed it cannot be changed in any way. In reality alterations and additions can be made to heritage items; the only difference is that the new must sit comfortably with the old. It is definitely the case that there are greater requirements for approvals for heritage items. Sometimes there is a requirement for heritage reports to accompany an application. Work that might normally be exempt or complying development may require development consent if it's a heritage item. There are also benefits to heritage listing such as the free heritage advisory service, and incentives under Clause 5.10(10) of the Local Environmental Plan and local heritage funding. The concerns raised show that there is a real need to raise community awareness of the actual implications of heritage listing. Perhaps by using real examples of approved alterations and additions and keeping statistical records of Development Application processing times it could be demonstrated whether heritage listing is any different to any other planning constraints. **Recommendation** That Council prepares promotional strategies as outlined in the report to better educate owners of historic buildings, and the general public about the benefits of heritage listing and sympathetic development options.
Property is in poor condition **The poor condition of the existing building was raised as an issue in many submissions, particularly the heritage item types "Post WWII house" and "Inter-war house".**	Many of the submissions regarding heritage item types "post WWII house" and "inter-war house" referred to the poor condition of the house, although the lack of significance was usually the primary concern. Generally speaking, these building types have not lasted well and have been identified in the submissions as difficult to maintain with specific problems such as leaking roofs etc. These houses are often described as not being intact with common changes being; replacement of

Attachment 2

Issues Raised	Comments / Recommendations
	timber windows with aluminium, changes to cladding and roofing, renovations to kitchens and bathrooms and extensions to living areas. The heritage item type post WWII houses and inter-war houses were often owner built constructions that used building materials chosen because they were inexpensive rather than for their longevity. Much of the house construction is timber framed with asbestos cement sheet (fibro) cladding. *Note: Asbestos has since been proven to be a carcinogen, the inhalation of asbestos fibres can cause mesothelioma, lung cancer, asbestosis and asbestos related pleural disease. Renovation, maintenance and repair of buildings containing asbestos have the added requirement of preventing the release of asbestos fibres. However if fibro is left undisturbed airborne fibres are not released and there is not a health risk.* **Recommendation** 1. That if and/or when additional funds become available Council commission a separate inter-war and post WWII housing character study. 2. That no further action be taken regarding the heritage listing of these houses.
General Heritage Study issues **There were a number of submissions regarding the Heritage Study as a whole rather than just referring to one property, and raised issues such as:**	
• **the large quantity of properties on the heritage inventory;**	• This theme carried through into the submissions that felt that the houses on the inventory were very common throughout NSW and they could not see why they were deemed to be significant. However, the Heritage Study made it clear that the 20th century was a key historical period in the history of Coffs Harbour, being such a young area historically.
• **an overemphasis on properties from the 20th century; and**	• As above, the Heritage Study made it clear that the 20th century was a key historical period in the history of Coffs Harbour, therefore the houses nominated from the inter-war and Post WWII periods and described as "moderne" or "ideal homes" were nominated to represent these key periods of the 20th century.
• **an opinion that many of the heritage items are too common place and ordinary, and that heritage items should be respected by the community and they should represent the most significant history of the area.**	• As above, and point noted. **Recommendation** 1. That if and/or when additional funds become available Council commission a separate inter-war and post WWII housing character study. 2. That no further action be taken regarding the heritage listing of these houses.

Attachment 2

Issues Raised	Comments / Recommendations
Support for heritage listing **Letters of support were also received during the non-statutory public exhibition period, including:**	
• **A few individual land owners (six submissions) indicated that they supported the idea of heritage listing of their properties.**	• Several submissions congratulated Coffs Harbour City Council on the initiative of undertaking the Heritage Study. There was praise in numerous submissions for the thematic history part of the Heritage Study. There were also six submissions that supported privately owned properties. **Recommendation** That Council note those submissions that supported privately owned properties.
• **Woolgoolga-Grafton Surf Life Saving Club house** **There was also considerable support shown for the heritage listing of the Woolgoolga-Grafton Surf Life Saving Clubhouse (10 submissions including a large petition). However, Crown Lands have made a submission objecting to heritage listing the building.**	• Ten submissions were received in support of heritage listing the Woolgoolga-Grafton Surf Life Saving club clubhouse. Attached to these submissions were copies of petitions with over 1000 signatures that were collected in relation to the draft Woolgoolga Beach Reserve Plan of Management and not specifically relating to the Heritage Study. However these petitions make it clear there is community attachment to the Woolgoolga-Grafton Surf Life Saving Clubhouse. A submission was also received from the owner of the land - NSW Department of Trade and Investment (Crown Lands) objecting to the potential heritage listing of the Woolgoolga-Grafton Surf Life Saving Club clubhouse on the grounds that it is contrary to the draft Woolgoolga Beach Reserve Plan of Management, and that the property is in poor condition. The submissions in support of the retention of the clubhouse building demonstrate a strong community attachment to the building. However, given the condition of the building, the building's location within the "immediate" coastal hazard zone, as identified in Council's Coastal Zone Management Plan, and the representations made by the land owner (Crown Lands), it is not recommended to add the building to Schedule 5 of LEP 2013. A detailed heritage assessment of Woolgoolga Surf Life Saving Clubhouse has been undertaken by Council's Heritage advisor and has been included as Attachment 4 to this report. **Recommendation** The following measures should be undertaken to mitigate against the building's loss: a) An oral history of the Woolgoolga-Grafton Surf Life Saving Club should be undertaken by a professional oral historian. b) An interpretative strategy should be prepared that celebrates the surf club history in an appropriate manner. c) An archival record of the building should be made prior to any change or demolition of

Attachment 2

Issues Raised	Comments / Recommendations
	the building in accordance with the guidelines for archival records published by the NSW Office of Environment and Heritage.
• **Lands Department building (forestry building) at Coffs Harbour Jetty** **The exhibition of the Heritage Study also showed that there was considerable support (5 submissions) for the heritage listing of the Lands Department building or forestry building as it is commonly known located on Harbour Drive at the Jetty.**	• Five submissions were received in support of heritage listing of the forestry building at the Coffs Harbour Jetty (357 Harbour Drive, Coffs Harbour) during the exhibition period. The owner of the land - the Forestry Corporation of NSW, also lodged a submission during the exhibition period noting the inclusion of the site in the study and stating that "*FCNSW confirms its commitment to effective heritage management and seeks to be part of any further heritage assessment or heritage interpretation process that may involve the building.*" Council's heritage advisor inspected the Forestry building at 357 Harbour Drive and confirms that the assessment in the Heritage Study is accurate in that the property has very high significance at a local level. The interior in particular along with the moveable collection belonging to the building is exceptional. The Henry Kendell collection that was established in 1982 by the Forestry commission is well represented within the building and show cases the extraordinary craftsmanship of this artist. The interior demonstrates and showcases the diverse range of applications of timber in colour and design. Whilst the exterior has been modified with aluminium cladding, the original timber weatherboards are in evidence in locations where they are exposed. The building is exemplary in its ability to demonstrate the significance of the timber industry to the growth of Coffs Harbour. Based on the above information, it is considered that inclusion on Schedule 5 of LEP 2013 is warranted. A heritage assessment of the Forestry building has been undertaken by Council's Heritage Advisor and has been included as Attachment 5 to the Council report. **Recommendation** That Council include the forestry building(s) at 357 Harbour Drive, Coffs Harbour in a Planning Proposal to include heritage listed items within Schedule 5 of Coffs Harbour LEP 2013.
• **The submission requests that Council include all items identified in the Heritage Study in Schedule 5 of LEP 2013 as soon as possible**	• The submission suggested that Council abandon the staged adoption process as suggested in the Heritage Study and initiate a process to add all (over 500) properties to the heritage schedule of the Coffs Harbour LEP 2013. The non-statutory public exhibition has shown that proceeding with the Study recommendations would raise considerable community concern and anxiety. The majority of submissions discussed heritage listing as a consequence of the Heritage Study. At the information kiosk most of the enquiries were from people who stated they did not want their property heritage listed. **Recommendation**

Attachment 2

Issues Raised	Comments / Recommendations
• **One submission requests that Council nominate state significant items for the State Heritage Register**	That Council staff prepare a Planning Proposal that inserts potentially State significant heritage sites, as described in this report, to Schedule 5 (Environmental Heritage) of LEP 2013. • The following sites were assessed in the Heritage Study as potentially of state significance: – Arrawarra fish traps, Arrawarra Headland – Coffs Harbour Airport – Coffs Harbour timber jetty – The Big Banana, Pacific Highway, Coffs Harbour – The Big Windmill, Pacific Highway, Coffs Harbour – Pratt steel truss rail underbridge over Bonville Creek – All surviving high-level timber trestle road and rail under bridges and overbridges – Scout Hall, Harbour Drive, Coffs Harbour – home of possibly the first Scout Troup in Australia – Sikh Temple, River Street, Woolgoolga – Sikh Temple, Hastings Street, Woolgoolga – Timms timber mill, Ulong – Forestry building – 357 Harbour Drive, Coffs Harbour. Council should include these items in Schedule 5 of LEP 2013 as soon as possible, and should also refer the list of potential State significant items to the Heritage Division of the Office of Environment and Heritage for advice as to whether the nominated items would be likely to meet the threshold for State significance. If any or all of the sites meet the threshold for State significance, Council staff could then negotiate with the owners of those State significant items to prepare nominations to the State Heritage Register. It is worth noting that items on the State Heritage Register are able to apply for funding from the State Government that is not usually available to local heritage listed places. **Recommendation** That Council staff prepare a Planning Proposal that inserts potentially State significant heritage sites, as described in this report, to Schedule 5 (Environmental Heritage) of LEP 2013. Further, that Council also refer the list of potential State significant items to the Heritage Division of the Office of Environment and Heritage for advice as to whether the nominated items would be likely to meet the threshold for State significance. If any or all of the sites meet the threshold for State significance, Council staff to negotiate with the owners of those State significant items about preparing nominations to the State Heritage Register. • Specific planning controls already exist for the Sawtell Heritage Conservation Area, and specific

Attachment 2

Issues Raised	Comments / Recommendations
• **One submission requests that Council develop specific planning controls for the special precincts of Sawtell and Woolgoolga** • **One submission requests that Council include additional newly identified heritage sites in part 4 of the Heritage Study.**	planning controls are currently being considered as part of the Woolgoolga WOW project and these may consider existing heritage sites within Woolgoolga. **Recommendation** No further action be taken in regard to this issue within the submission. • Nominations were received for additional properties to be included in the Heritage Study list. Identifying and documenting additional potential heritage sites is an ongoing process and may be considered as new information or access to these sites become apparent. **Recommendation** That the three additional nominated properties be noted for inclusion in future assessment of potential heritage items.
Neutral submissions **The submissions received that have been categorised as neutral neither supported nor objected to the Heritage Study.**	Some submissions provided additional information to supplement the inventory sheets. Other submissions discussed the Heritage Study or items specifically without stating any opinion as to the merits of the study. **Recommendation** That where possible the additional information is cross-checked and if appropriate that the information be added to the heritage inventory sheets.
Clarification of significant buildings within schools **A submission was received from the NSW Department of Education and Communities in response to the non-statutory public exhibition that clarified which buildings within the identified schools that the Department considered were historically significant.**	The heritage officer of the NSW Department of Education and Communities provided additional information and clarification on many of the buildings within the identified public schools. The inventory sheets should therefore be amended to reflect this additional information. **Recommendation** That the inventory sheets be appropriately amended to reflect the additional information provided by the heritage officer of the NSW Department of Education and Communities.

Attachment 4

Louise Thom HERITAGE

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Heritage Assessment of Woolgoolga SLSC Clubhouse

For Coffs Harbour City Council, August 2015



Lifesaver on original balcony circa 1960 Image sourced from http://woolgoolgaslsc.com/index_files/Links/history.html

Executive Summary

The Woolgoolga – Grafton SLSC Clubhouse has local heritage value. It is important in the history of Woolgoolga and for its long association with the Woolgoolga Surf Life Saving Club. It is a good example of a two storey timber community building constructed of locally sourced timber that is in its own right historically crucial to the development of the localities of Woolgoolga and Coffs Harbour.

The Woolgoolga – Grafton SLSC Clubhouse has some serious impediments to its conservation. It is in very poor condition and is no longer capable of serving its purpose as a surf lifesaving club house. The building does not have disabled access, nor does it comply with the Building Code of Australia. In addition the location of the building perched on the edge of the dunes means it is highly exposed and in a Coastal Hazard Zone.
The ideal outcome would be to conserve the Woolgoolga – Grafton SLSC Clubhouse building so that the heritage values of the place are conserved for future generations. It may be that with a relocation of the SLSC and an economical adaptive re-use the building could be conserved. The community of Woolgoolga have demonstrated an attachment to the building for its contribution to a sense of place.

Attachment 4

If conservation is not possible then measures need to be taken to ensure the heritage values are recorded and interpreted.

Background

Address

15 Hofmeier Close, Woolgoolga 2456

Property Details

Lot 109, DP 752853

Ownership

The ownership of the land is vested in the Crown (State of NSW). The Woolgoolga Surf Life Saving Club has a lease in perpetuity over the land.

Management

The Clubhouse is managed by the Woolgoolga – Grafton SLSC. The building is located on its own parcel which is surrounded by the Woolgoolga Beach Reserve that is managed by the Woolgoolga Beach Reserve Trust and is managed by Coffs Harbour City Council. The SLSC, which consists of volunteers, undertakes all maintenance on the building.

Use

The current use of the premises is as a clubhouse and facility for storing surf life saving equipment for the Woolgoolga – Grafton Surf Life Saving club.

Planning Constraints

The property is zoned Private Recreation RE2 under Coffs Harbour Local Environmental Plan 2013. Building identification signs are the only activity permitted without consent. Demolition of structures or buildings requires development consent.
The land is affected by Council's Coastal Hazards policy as it has been identified as being in the Coastal Hazard Zone.
The Coffs Harbour Coastal Processes and Hazards Definition Study - BMT WBM Pty Ltd consultants 2015, shows Woolgoolga beach to be directly affected by future long term recession, coastal inundation and beach erosion. In the long term these coastal processes will impact the existing building in its current location.
The land is class 4 in the Acid Sulphate soils schedule.

Heritage significance

Summary statement of heritage significance

The Woolgoolga – Grafton SLSC Clubhouse provides physical evidence of the history of lifesaving in the Coffs Harbour area and the post-WWII development of Woolgoolga as a seaside holiday destination. The Clubhouse is associated with the Woolgoolga Surf Life Saving Club, an organisation that has played an important historical role in the social life of Woolgoolga as well as providing an essential public safety service since its beginnings in 1932. The Woolgoolga – Grafton SLSC Clubhouse is a two storey timber building which is

Attachment 4

highly unusual for a surf clubhouse. The building is rare in the City of Coffs Harbour. The Woolgoolga – Grafton SLSC Clubhouse is an excellent representative example of a utilitarian timber community building built to a limited budget by volunteers using locally sourced timber. The Clubhouse building has social significance to the current community for its contribution to their sense of place.

Significance Assessment

a) an item is important in the course, or pattern, of Coffs City's cultural or natural history;
The Woolgoolga – Grafton SLSC Clubhouse provides physical evidence of the history of lifesaving in the Coffs Harbour area and the post-WWII development of Woolgoolga as a seaside holiday destination. It also demonstrates the application of timber as a local material that was a significant industry and responsible for the historical development of the area.

b) an item has strong or special association with the life or works of a person, or group of persons, of importance in Coffs City's cultural or natural history;
The Woolgoolga – Grafton SLSC Clubhouse is associated with the Woolgoolga Surf Life Saving Club, an organisation that has played an important historical role in the social life of Woolgoolga as well as providing an essential public safety service since its beginnings in 1932.

c) an item is important in demonstrating aesthetic characteristics and/or a high degree of creative or technical achievement in Coffs City;
The two storey timber structure is a prominent feature on the Woolgoolga beach front. The structure is a utilitarian timber building that whilst it utilises a local building material does not have any aesthetic merit in its own right. It does not meet this criterion.

d) an item has strong or special association with a particular community or cultural group in Coffs City for social, cultural or spiritual reasons;
Members of the community of Woolgoolga have expressed attachment to the clubhouse building in the context of the proposed redevelopment of the beach front. Comments made during this process were both based on the issue of amenity but also upon the sense of place that the surf club embodies.

e) an item has potential to yield information that will contribute to an understanding of Coffs City's cultural or natural history;
The Woolgoolga – Grafton SLSC Clubhouse does not meet this criterion.

f) an item possesses uncommon, rare or endangered aspects of Coffs City's cultural or natural history;
The Woolgoolga – Grafton SLSC Clubhouse is a two storey timber building which is highly unusual for a surf clubhouse. The building is rare in the City of Coffs Harbour.

g) an item is important in demonstrating the principal characteristics of a class of Coffs City's - cultural or natural places; or - cultural or natural environments.

Attachment 4

The Woolgoolga – Grafton SLSC Clubhouse is an excellent representative example of a utilitarian timber community building built to a limited budget by volunteers. The building is a very good example of a locally sourced timber community building.

The Building



Description

- Two-storey, timber-framed building with a steep skillion roof. Clad with timber chamfered weatherboards. In some places the boards have been covered with Hardiplank.
- Two-storey verandah on steel posts to front of the building (ie facing the ocean), the upper level has been removed.
- Aluminium windows and roller door added.
- Single-storey at the back, with roof plan matching that of the main building. Original timber windows and sheeted doors. Original timber outside stairs on the western side, leading to upper storey. Concrete piers.

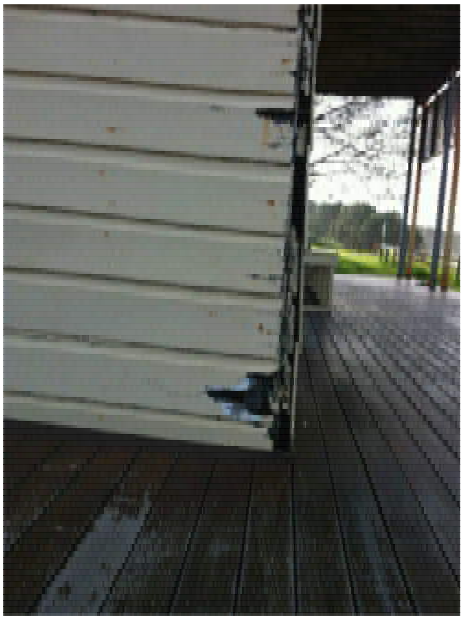
Modifications

- The upstairs verandah at the front was originally only length from the door to the end of the window and it was without a handrail.
- A verandah on posts extending the full width of the building replaced the original verandah.
- The original cladding was chamfered weatherboards have been covered or replaced in places with fibre board.
- A verandah has been added downstairs at the front and wraps around the corner. The piers are no longer visible at the front.

Attachment 4

Building Condition

A full inspection of the building was not undertaken for the purposes of this report. Cursory inspection revealed that the building is in poor condition. The front upstairs verandah recently was deemed to be unsafe and has been removed.



The building is in poor condition. Original rotted boards have been covered rather than repaired.

History

The following is a summary of the History provided in the Coffs Harbour Heritage Study Data Sheet completed by Robin Hedditch.

- The Trustees of the Woolgoolga Beach Reserve convened the first meeting about forming a surf lifesaving club in 1932.
- The Woolgoolga SLSC was officially formed at a meeting of the Coffs Jetty SLSC in November 1932.
- The newly formed club held its first surf carnival on Boxing Day 1932 with competing teams from Coffs Harbour, Coffs Jetty, Nambucca Heads, Sawtell and Woolgoolga.
- The first clubhouse was built by volunteer labour in 1935 from trees felled on the Newman family's banana plantation and carted by bullock team to a local sawmill. All expenses for the clubhouse were paid by George Newman who was a builder and the local postmaster. This building served as the clubhouse until 1953 when it was almost destroyed by fire.
- During WWII when it went into recess for a short period 1942 and reformed in 1945.
- In 1950 the first surf boat was acquired, donated by the Bondi Club.
- As early as 1951 it was suggested a new, larger clubhouse was needed. In 1953 the clubhouse was damaged by fire and the club leased an old Maritime Services Board cargo shed as a temporary clubhouse. A building fund was established to raise funds for a new clubhouse and the surf Association was approached to provide a grant of 100 pounds and a loan of 500 pounds for a new building.

Attachment 4

- In January 1954 the Maritime Services Boards made land available north of the jetty, and plans were drawn up in November 1954.
- Timber for the new building was cut from local forests by club members.
- The new clubhouse was officially opened by Tom Meagher,President of NSW State Centre on Monday, 5 October 1959.
- It cost 1500 pounds with a loan from the SLSC Association of 1000 pounds and another loan from the National Bank of 500 pounds.
- A concerted effort was made to clear the club's debts with a fundraising drive in early 1962 raising the money to pay off the loans.
- In August 1975 the club changed its name to include Grafton in the title, becoming the Woolgoolga-Grafton SLSC.
- On 1 July 1980 the Surf Life Saving Association of Australia allowed women to join surf clubs as active members, and Woolgoolga's first two active female members (Lyn Furbank and Bronwyn Smith) were admitted on 23 August 1980 following a change to the constitution.



The Woolgoolga-Grafton SLSC Clubhouse soon after it was constructed. Image sourced from http://woolgoolgaslsc.com/index_files/Links/history.html

Conclusion

The Woolgoolga – Grafton SLSC Clubhouse has local heritage value. It is important in the history of Woolgoolga and for its long association with the Woolgoolga Surf Life Saving Club. It is a two storey timber community building that provides an excellent example of the use of locally sourced materials. The building has had some modifications but retains its essential form. Cursory inspection shows that the building is in poor condition and the upper verandah was recently removed as it was unsafe.

The most significant factor contributing to the heritage value of the surf club is its use as the Woolgoolga – Grafton Surf Life Saving Club Clubhouse. The SLSC are going to relocate as the Clubhouse building no longer meets their operational requirements. When the SLSC is no

Attachment 4

longer using the building the primary significance of the building will be lost. It can be argued that the beach itself has as much significance as the Clubhouse as that was where the surf carnivals and parades took place.

The owner's submission during the non-statutory exhibition of the Coffs Harbour Heritage Study raised practical issues with the long term conservation of the building. The following practical considerations need to be considered in the light of the proposed heritage listing:

- The building no longer meets the SLSC operational needs.
- The building does not meet the building Code of Australia and does not have disabled access.
- The building is in a very poor state of repair and cost to repair would be prohibitive.
- The building is located in a Coastal Hazard Zone.
- The SLSC is an organisation of volunteers and it does not have the capacity to conserve the building and to perform its role as a lifesaving club.
- The exposed location is impacting the poor structural integrity of the building; as demonstrated by recent storm events and the removal of the upper level verandah.

The Heritage Act 1977 (NSW) provides criteria for de-listing heritage items on the State Heritage Register. Whilst these criteria don't apply to local heritage listings, the principles indicate how the Heritage Council of NSW determines similar cases where there are practical difficulties with conservation. If these criteria are applied to the Woolgoolga – Grafton SLSC Clubhouse:

Heritage Act Criteria	**Application to the Woolgoolga – Grafton SLSC Clubhouse**
The place is not significant.	Does not fulfil this criterion. The Woolgoolga – Grafton SLSC Clubhouse has heritage significance.
Long term conservation is not necessary.	Long term conservation may not be possible due to Coastal Hazards.
Listing renders the item incapable of reasonable or economic use.	This criterion has not been tested. The building is not suitable for the use of the SLSC, however the owner (Crown Lands) has not demonstrated that adaptive re-use has been considered.
Listing causes undue financial hardship to the owner, mortgagee or lessee.	The owner (Crown Lands) has stated that the cost of conservation would be prohibitive.

In summary if the Heritage Act criteria are applied to the Woolgoolga – Grafton SLSC Clubhouse, then the owner has justification to request the site not be listed.

Attachment 4

Recommendations

1. If the SLSC and Crown Lands determines that the building can be conserved, then the building should be Included in Schedule 5 of Coffs Harbour Local Environmental Plan as a heritage item of local significance.
2. If the building cannot be conserved then the following measures should be undertake to mitigate against its loss:
   a) an oral history of the Woolgoolga – Grafton Surf Life Saving Club should be undertaken by a professional oral historian.
   b) An interpretative strategy should be prepared that celebrates the surf club history in an appropriate manner.
   c) An archival record of the building should be made prior to any change or demolition of the building. It is recommended that the guidelines for archival records published by the Office of Environment and Heritage be used.

Attachment 4A

Coffs Harbour City Council

SHI number
1360150
Study number

Item name: **Woolgoolga – Grafton SLSC Clubhouse**

Location: Coffs Harbour

Address:

Planning: Northern

Suburb/nearest town: Woolgoolga 2456

Local govt area: Coffs Harbour

Parish:

State: NSW

County:

Other/former names:

Area/group/complex:

Group ID:

Aboriginal area: Gumbainggar

Curtilage/boundary:

Item type: Built **Group:** Community Facilities **Category:** Community Club/ Clubhouse

Owner: Local Government

Admin codes: **Code 2:** **Code 3:**

Current use: Surf Life Saving Clubhouse

Former uses:

Assessed significance: Local **Endorsed significance:**

Statement of significance: The Woolgoolga SLSC Clubhouse is of high local significance in demonstrating the history of lifesaving in the Coffs Harbour area and the post-WWII development of Woolgoolga as a seaside holiday destination. It is the oldest surviving surf life saving clubhouse in the LGA.

Of high local significance as large, prominent and well-known local landmark. It displays typical 1950s seaside design elements – timber construction, weatherboard cladding, skillion roof, external timber staircase and very simple overall shape and design – and because it is part of a caravan park, it viewed against a background of caravans and tents. These elements are highly evocative of happy holidays, making the building a much-loved part of the Woolgoolga holiday experience. It is an important and distinctive element in the landscape of the beach reserve.

Of high social significance as an integral part of seaside memories for those who live in, and have visited, Woolgoolga over decades.

The clubhouse is also one of the largest all-timber structures in Woolgoolga. In this regard, the building is rare as a local landmark and displays the predominate use of local hardwood that characterises the early phases of Woolgoolga's (and Coffs Harbour's) development and as such makes an important contribution to the historic and architectural character of the town. It also marks the location of the former jetty and alignment of the former BAT tram line that serviced the timber mills and jetty, linking several phases in the history of Woolgoolga - government jetty, hardwood milling, early holiday reserve, surf life saving and post-WWII seaside destination.

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 4A

Coffs Harbour City Council

SHI number
1360150
Study number

Item name: **Woolgoolga – Grafton SLSC Clubhouse**

Location: Coffs Harbour

Historical notes of provenance: According to Peter Newman, the Trustees of the Woolgoolga Beach Reserve first mooted the idea of a surf life saving club and the idea was realised by Alf Johnson who approached interested locals including Peter Newman and his brother Harold. An informal meeting of Trustees and locals took place one Sunday morning in late 1932 under trees on the reserve. At this meeting the club's first office bearers were elected.

The Woolgoolga SLSC was officially formed at a meeting of the Coffs Jetty SLSC in November 1932. The first reel, line and belt were supplied by the Dorrigo Shire Council (which at the time was the local government authority for Woolgoolga) and one of the first tasks of the new club was to commence Bronze Medallion training. The newly formed club held its first surf carnival on Boxing Day 1932 with competing teams from Coffs Harbour, Coffs Jetty, Nambucca Heads, Sawtell and Woolgoolga. The first Bronze Medallion examination took place on 19 February 1933.

The first clubhouse was built by volunteer labour in 1935 from trees felled on the Newman family's banana plantation and carted by bullock team to a local sawmill. All expenses for the clubhouse were paid by George Newman who was a builder and the local postmaster. This building served as the clubhouse until 1953 when it was almost destroyed by fire.

In 1935 membership stood at 16 and in 1936 it rose to 19. The skills of the club were assisted by experienced SLSC members coming to the area from Yamba and Bondi. During WWII the club continued to operate until 1942 when it went into recess for a short period. It reformed in 1945. In 1950 the first surf boat was acquired, donated by the Bondi Club.

As early as 1951 it was suggested a new, larger clubhouse was needed. In 1953 the clubhouse was damaged by fire and the club leased an old Maritime Services Board cargo shed as a temporary clubhouse. A building fund was established to raise funds for a new clubhouse and the surf Association was approached to provide a grant of 100 pounds and a loan of 500 pounds for a new building.

In January 1954 the Maritime Services Boards made land available north of the jetty, and plans were drawn up in November 1954.

Timber for the new building was cut from local forests by club members, but construction was delayed by PWD works related to the dismantling of the jetty. The new clubhouse was officially opened by Tom Meagher, President of NSW State Centre on Monday, 5 October 1959. It cost 1500 pounds with a loan from the SLSC Association of 1000 pounds and another loan from the National Bank of 500 pounds. A concerted effort was made to clear the club's debts with a fundraising drive in early 1962 raising the money to pay off the loans.

Woolgoolga beach is a relatively safe swimming beach with a record of no drownings while patrols have been on duty. In January 1960 the Grafton Daily Examiner reported that the new mouth-to-mouth resuscitation method was used for the first time on the north coast at Woolgoolga lake after a water skier collapsed.

In August 1975 the club changed its name to include Grafton in the title, becoming the Woolgoolga-Grafton SLSC.

On 1 July 1980 the Surf Life Saving Association of Australia allowed women to join surf clubs as active members, and Woolgoolga's first two active female members (Lyn Furbank and Bronwyn Smith) were admitted on 23 August 1980 following a change to the constitution.

Themes:

National theme	State theme	Local theme
4. Settlement	Towns, suburbs and villages	
8. Culture	Social institutions	
8. Culture	Sport	

Designer: Not known

Builder: Club members/volunteer labour

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 4A

Coffs Harbour City Council

SHI number
1360150
Study number

Item name: **Woolgoolga – Grafton SLSC Clubhouse**

Location: Coffs Harbour

Year started: 1954 **Year completed:** 1959 **Circa:** No

Physical description: Two-storey, timber-framed building with a steep skillion roof. Clad with weatherboards. Two-storey verandah to front of the building (ie facing the ocean), more recent aluminium windows and roller door added. Single-storey extension at the back, with roof plan matching that of the main building. Original timber windows and sheeted doors. Original timber outside stairs on the western side, leading to upper storey. Concrete piers.

Physical condition level: Interior not inspected.

Physical condition:

Archaeological potential level:

Archaeological potential Detail:

Modification dates:

Recommended management: List on a Local Environmental Plan (LEP)

Management:

Management category	Management name
Recommended Management	Consult with owner and/or community
Recommended Management	Produce a Conservation Management Plan (CMP)
Recommended Management	Prepare a maintenance schedule or guidelines
Recommended Management	Carry out interpretation, promotion and/or education

Further comments:

Criteria a): [Historical significance] The Woolgoolga – Grafton SLSC Clubhouse is of high local significance in demonstrating the history of lifesaving in the Coffs Harbour area and the post-WWII development of Woolgoolga as a seaside holiday destination. It is the oldest surviving surf life saving clubhouse in the LGA. Made of timber, it displays the predominate use of local hardwood that characterises the early phases of Coffs Harbour's development.

Criteria b): [Historical association significance]

Criteria c): [Aesthetic/ Technical significance] Of high local significance as large, prominent and well-known local landmark. It displays typical 1950s seaside design elements – timber construction, weatherboard cladding, skillion roof, external timber staircase and very simple overall shape and design – and because it is part of a caravan park, it viewed against a background of caravans and tents. These elements are highly evocative of happy holidays, making the building a much-loved part of the Woolgoolga holiday experience. It is an important and distinctive element in the landscape of the beach reserve.

Criteria d): [Social/Cultural significance] Of high social significance as an integral part of seaside memories for those who live in, and have visited, Woolgoolga over decades.

Criteria e): [Research significance] Of local significance having potential to reveal information about post-WWII timber construction and the design of post-WWII surf life saving buildings.

Criteria f): [Rarity] Rare within the Coffs Harbour local government area and of high local significance.

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 4A

Coffs Harbour City Council

SHI number
1360150
Study number

Item name: **Woolgoolga – Grafton SLSC Clubhouse**

Location: Coffs Harbour

Criteria g): [Representative] A rare representative example of 1950s clubhouse building within the Coffs Harbour local government area and of high local significance.

Intactness/Integrity: Good level of integrity.

References:

Author	Title	Year
Neil Yeates	Coffs Harbour Vols 1 and 2	1990
Neil Yeates	Woolgoolga: History of a Village	1994
Neville Collins (editor)	Woolgoolga-Grafton SLSC 50th Anniversary 1932-1982	1982

Studies:

Author	Title	Number	Year
Robin Hedditch	Coffs Harbour Heritage Study		2013

Parcels:

Parcel code	Lot number	Section number	Plan code	Plan number
LOT	109		DP	752853

Latitude: **Longitude:**

Location validity: **Spatial accuracy:**

Map name: **Map scale:**

AMG zone: **Easting:** **Northing:**

Listing:

Name	Title	Number	ListingDate
	Heritage study		

Data entry: Data first entered: 11/06/2013 Data updated: 04/11/2015 Status: Partial

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 4A

Coffs Harbour City Council

SHI number
1360150
Study number

Item name: **Woolgoolga – Grafton SLSC Clubhouse**

Location: Coffs Harbour

Image:



Caption: Woolgoolga Surf Living Saving ClubHouse building
Copy right:
Image by: R Hedditch
Image date:
Image number:
Image url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/3457bea56039e3240d9a6e6129bfde79dc9.JPG
Thumbnail url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/Thumb_test3457bea56039e3240d9a6e6129bfde79dc9.JPG

Attachment 5

Louise Thom HERITAGE

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Heritage Assessment of Forestry Building and its Interior

For Coffs Harbour City Council, 2015



Forestry Building circa 1950. (Source: Coffs Regional Museum)
https://coffsharbour.spydus.com/cgibin/spydus.exe/FULL/PIC/BIBENQ/787091/452029,1?FMT=IMG

Executive Summary

The Forestry Building is a highly significant Inter-war Functionalist style building that shows influences of the Modern Movement in architecture that was occurring in Europe at the time. The interiors in particular along with the moveable collection belonging to the building are quite exceptional. The interiors were designed to demonstrate and showcase the diverse range of applications of timber in colour and design. Whilst the exterior has been modified with aluminium cladding the original timber weatherboards are in evidence in

locations where they are exposed. The building is exemplary in its ability to demonstrate the significance of the timber industry to the growth of Coffs Harbour. The building is intact in its original setting on the corner of Hood Street and Harbour Drive. The Henry Kendell collection that was established in 1982 by the Forestry commission is well represented within the building and show cases the extraordinary craftsmanship of Australian timber artists.

The building, its interior and its moveable collection, should be considered for inclusion of the Heritage Schedule of the Coffs Harbour Local Environmental Plan and the Forestry Corporation should include it in their Section 170 Register under the Heritage Act. As the building is potentially very unique its significance at a State level should also be investigated.

Background

Address

357 Harbour Drive, Coffs Harbour

Property Details

Lot 10, Section 67 DP 758258

Ownership

The ownership of the land is vested in the Crown (State of NSW).

Management

The building is managed by the Forestry Corporation of NSW.

Current Use

The current use of the premises is as a regional office of the Forestry Corporation of NSW a department of the NSW State Government. The building is only partially occupied with the following functions: finance is located on the top floor in the former board room. The second level has various offices including human resources and the lower level contains GIS staff.

Former Use

Forestry NSW offices and Dairy offices

The Building

The Forestry Building is located on the corner of Hood Street and Harbour Drive in the area of Coffs Harbour known as Coffs Harbour Jetty. The building sits high on the site set back from Harbour drive and has sweeping landscape surrounds. The stair well is a strong architectural element that gives the building a commanding presence on the corner. The original building was defined by long horizontal lines of the main building with a counterpoint being the vertical emphasis of the stairwell element. The building is inspired by the Modern Movement in architecture and would have been an innovative and cutting edge building of its time.

Attachment 5

Physical Description



From the corner of Harbour Drive and Hood Street



From the Harbour Drive garden setting



From the rear Hood Street driveway

Attachment 5



Eastern view



Roof balcony



The original roof balcony surface has been covered by metal deck cladding



Main entrance hall on ground floor.



A corner office on the ground floor demonstrating the exceptional timber detailing

Attachment 5



Stair well



Inlay timber flooring in the foyer and Kendall Collection furniture



The timber architraves and skirting boards with stepped detail special to the building. Most likely these would have been unpainted originally



Lower ground floor office window sill detail with timber panelling below.



Hydrant store cover contains an example of the original hardwood weatherboard cladding



Other buildings on the site at the rear to the north.

Attachment 5

Modifications



The Forestry Building circa 1948



The Forestry Building today.

Modifications include the following:

- Weatherboard cladding covered by aluminium siding
- Stairwell – Vertical boarding clad in horizontal aluminium siding
- External signage removed from stairwell
- Streamlined window awnings replaced with sunscreens
- Timber windows replaced with aluminium framed windows.
- Pale face brick base painted chocolate brown
- Air conditioning units installed on exterior
- Outdoor balcony on roof covered by has a metal deck surface
- Doors to roof have been replaced with new metal framed doors
- Interior painted and carpet to all floors
- Horizontal hand railing and balustrades to external entry stairs removed

Attachment 5

Building Condition

The building is in excellent condition.

The Henry Kendall Collection

Also housed within the building is an extraordinary collection of crafted timber sculptures from the Henry Kendall Collection. This moveable collection is unique in Australia and it has an intrinsic relationship to the building.





History

Summary of Forestry regulation in NSW

- Occupation of Reserves Branch (NSW) (1876-1897)
- Forest Conservation Branch (Dept of Lands, NSW) (1897-1906)
- Forests Branch (Dept of Lands, NSW) (1906-1916)
- Forestry Commission (New South Wales) (1916-1993)
- State Forests of NSW (1993-2005)
- ForestsNSW (2005-2012)
- Forestry Corporation (NSW) (2013-?)

Established in 1876

The New South Wales' Forestry Commission was constituted in November 1916, replacing the Forestry Department. In 1993 the Forestry Commission changed its name, becoming State Forests. The Forestry Commission had an important role in researching native forests and was a regulatory and advisory body.

As the numbers of licensed timber getters increased so did the need for a regulatory body to be based locally. In September 1935 a new mid north coast district of the NSW Forestry Commission was established with headquarters in South Grafton, in recognition of the importance of the local forests and timber industries. Its area covered from Bonville to South Grafton. For those in Coffs Harbour who had made representations since 1902 to have Coffs Harbour created as a forestry district it was a disappointing outcome.[i] For Coffs Harbour's timber industry with its large number of local mills and large amount of timber

being shipped from the jetty, Coffs Harbour was the more appropriate location for the headquarters.
Finally in 1938 it was agreed to establish another forestry district and an associated office at Coffs Harbour. The district would extend south to Bellingen and north to Grafton. The close proximity to the jetty being the reason for the chosen site opposite the Pier Hotel. The building would also house a Dairy Branch.

The foundation stone was laid in 1938 and the building opened in 1941. The Coffs Harbour Advocate described the laying of the foundation stone as marking "another important step in the progress of Coffs Harbour. It will be a fine set of buildings which will house other public departments besides the forestry officials. It will enhance the importance of Coffs Harbour as an administrative centre."[ii]

The building was completed in 1941. Upon completion it was three storeys with the most of the ground floor occupied by the Dairy Branch and one office by the local Banana Inspector. The Forestry offices were on the next level which was also referred to as the main floor. The top floor housed a meeting room with views out over the sea. The grounds were described as landscaped with paths, lawns and trees.[iii] The building was described at its opening as "a symbol representing the forests".[iv]



PART OF THE MOVEABLE COLLECTION, THE HAND CARVED LID OF THIS BOX WAS MADE ESPECIALLY FOR THE OPENING. THE INSCRIPTION READS: "COMMEMORATING THE OPENING OF THE COFFS HARBOUR FORESTRY ADMINISTRATION BUILDING BY THE HON. R.S. VINCENT M.L.A. MINISTER FOR MINES AND FORESTS. 8TH MAY 1941"

The building is an Inter-war functionalist style of building. It is a fine example of a building design that was inspired by the modern movement in architecture in Europe and later translated to Australia.[v] The interiors are an exceptional example of the aspirations of the Forestry Department in seeking to educate about timber and its various applications. The

building was designed by C. P Sorensen, an architect who worked for the Commonwealth Experimental Building Station, Department of Works in Sydney.



THIS PHOTO TAKEN CIRCA 1950 SHOWS THE FORESTRY BUILDING ON THE RIGHT. THE BUILDING IS STILL INTACT AT THIS STAGE.

Also associated with the building is a significant moveable collection. The Henry Kendall Collection of fine wood arts and crafts is named after celebrated Australian Bush Poet Henry Thomas Kendall (1839–1882) who wrote poetry celebrating Australian forests and flora and fauna. A particularly famous collection of his poetry is called *Leaves from Australian Forests*. Henry Kendall was also a civil servant and at one time was a clerk in Grafton.[1] Henry Kendall also became Inspector of State Forests NSW in 1881.

The Henry Kendall Collection was established by the New South Wales Forestry Commission 100 years later in 1982. This was the first permanent collection of 'fine wood art' to be inaugurated in Australia and it celebrated the then perceived inherent qualities of wood forms. The collection is principally of decorative and non-functional pieces, with turning, carving and sculpture predominating.[2]

Surviving pieces of the collection are on display throughout the Forestry Building. Other parts of the collection are on display at the Bunker Cartoon Gallery in Coffs Harbour.

[1] http://adb.anu.edu.au/biography/kendall-thomas-henry-3941
[2] Craft Australia Library series: Australian Studio Furniture 40 Years by Rodney Hayward 16 February 2010

Attachment 5

Heritage significance

Summary statement of heritage significance

The Forestry Building provides exceptional evidence of the growth of forestry as a significant industry in the Coffs Harbour district. The Forestry Building demonstrates a very high level of technical achievement in the design of its interiors. The level of craftsmanship and detailing is outstanding and was applied in the building particularly to display the aspirations of the Forestry Commission and demonstrate the properties of Australian timber. The Henry Kendall Collection of fine wood arts and crafts is a unique Australian collection that is a moveable collection associated with the building. The Forestry Building is an excellent example of a building inspired by the Modern Movement in architecture as applied to a government building in the 1940s and is a fine representative example of an Inter-war Functionalist style of building

Significance Assessment

a) an item is important in the course, or pattern, of Coffs City's cultural or natural history;
The Forestry Building provides exceptional evidence of the growth of forestry as a significant industry in the Coffs Harbour district. The building also provides evidence of the growth of Coffs harbour as a centre of administration in the region. This is further emphasised by the building being purpose built and in continuous use to present day.

b) an item has strong or special association with the life or works of a person, or group of persons, of importance in Coffs City's cultural or natural history;
The Forestry Building is associated with the Forestry Commission and other departments responsible for regulating the Forestry Industry in NSW from 1938 to the present day.
The Forestry Building is associated with R.S. Vincent M.L.A. Minister for mines and Forests in 1941 and instrumental in creation of the Coffs Harbour Branch of the Forestry Division.
The Forestry Building is associated with the Henry Kendall Collection of fine wood arts and crafts, a unique Australian collection.

c) an item is important in demonstrating aesthetic characteristics and/or a high degree of creative or technical achievement in Coffs City;
The Forestry Building demonstrates a very high level of technical achievement in the design of its interiors. The level of craftsmanship and detailing is outstanding and was applied in the building particularly to display the aspirations of the Forestry Commission and demonstrate the properties of Australian timber.
The Henry Kendall collection of art and craft is a further expression of the demonstration of the quality and workability of Australian timber. It also served to demonstrate the commitment of the Forestry Commission to the promotion of the timber industry.

d) an item has strong or special association with a particular community or cultural group in Coffs City for social, cultural or spiritual reasons;

The Forestry Building has important associations for former workers in the Forestry Commission in Coffs Harbour District and those who visited the building in the course of

their association with the timber industry. This criterion is demonstrated by the submissions received during the Coffs Harbour Heritage Study in 2014.

e) an item has potential to yield information that will contribute to an understanding of Coffs City's cultural or natural history;
Does not meet this criterion.

f) an item possesses uncommon, rare or endangered aspects of Coffs City's cultural or natural history;
The Forestry Building is a rare as a purpose built building forestry administration building designed to showcase the timber industry and the properties of Australian timber.

g) an item is important in demonstrating the principal characteristics of a class of Coffs City's - cultural or natural places; or - cultural or natural environments.
The Forestry Building is an excellent example of a building inspired by the Modern Movement in architecture as applied to a government building in the 1940s. It is a fine representative example of an Inter-war functionalist style of building.

Integrity – Whilst the building has been the subject of some major modifications the building retains its original form, its setting and its highly significant interior. It is believed the original timber weather boards are present under the metal cladding. It is very likely that the modifications could be reversed.

Recommendations

1. The building, its interior and its moveable collection, should be listed on the Coffs Harbour Local Environmental Plan as a heritage item in Schedule 5.
2. The Forestry Corporation should include the building on their Section 170 Register under the Heritage Act (NSW).
3. This assessment should be forwarded to the NSW Heritage division of the Office of Environment and Heritage for investigation as a possible State Heritage Register Item.

Louise Thom
Heritage Advisor to Coffs City Council

[i] *Coffs Harbour Advocate* 22 March 1938, p4
[ii] *Coffs Harbour Advocate* 22 March 1938, p4
[iii] *Coffs Harbour Advocate* 9 May 1941, p2
[iv] *Coffs Harbour Advocate* 9 May 1941, p2
[v] *The Modern Movement in NSW, A thematic Study and Survey of Places* by Hericon Consulting

Attachment 6

Coffs Harbour City Council

SHI number
1360129
Study number

Item name: **Big Banana**

Location: 351 Pacific Highway Coffs Harbour 2450 Coffs Harbour

DRAFT

Address: 351 Pacific Highway **Planning:** Northern

Suburb/nearest town: Coffs Harbour 2450

Local govt area: Coffs Harbour **Parish:**

State: NSW **County:**

Other/former names:

Area/group/complex: **Group ID:**

Aboriginal area: Gumbainggar

Curtilage/boundary:

Item type: Built **Group:** Recreation and Entertainment **Category:** Tourist Attractions

Owner: Private - Individual

Admin codes: **Code 2:** **Code 3:**

Current use: Commercial tourist attraction

Former uses: None

Assessed significance: State **Endorsed significance:**

Statement of significance: The Big Banana is unique and of state/national significance with a high level of intactness and integrity. Built in 1964, it was the first 'big thing' to be built in Australia and was inspired by similar US big objects following a visit by the owners to Hawaii.

The Big Banana demonstrates the importance of the banana industry to the development of Coffs Harbour in the twentieth century; it demonstrates the influence of American tourism and marketing ideas in post-war Australia; it is an instantly recognisable symbol of Coffs Harbour; it has defined Coffs Harbour as an important holiday destination and has been of inestimable economic benefit to the region.

The Big Banana inaugurated a new kind of tourism and local promotion in Australia and inspired many other similarly big objects around Australia. It has come to symbolise an important historical period in post-war Australia life with the promotion of a particular type of seaside holiday, centred around deliberately manufactured holiday amusements and the mass appeal of kitsch objects. The Big Banana ranks as one of the most photographed objects in Australia.

The Big Banana is of high level aesthetic and landscape significance, prominently located on a bend of the Pacific Highway. It is of stand-alone iconic importance with an instantly recognisable kitsch appeal, and its forecourt, highway setting and views into and out of the site are important components of its significance.

The Big Banana is of exceptional social significance to the local Coffs Harbour community in being an iconic structure that has, since 1964, defined Coffs Harbour as both a banana growing region and a popular tourist destination. It is an essential part of the identity of Coffs Harbour and crucial to Coffs Harbour's sense of place.

It is also of exceptional social significance to the wider Australian community as a tourism icon and for all tourists who have visited the site since it was constructed in 1964, especially as part of childhood holiday experiences.

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 6

Coffs Harbour City Council

SHI number
1360129
Study number

Item name: **Big Banana**

Location: 351 Pacific Highway Coffs Harbour 2450 Coffs Harbour

DRAFT

Historical notes of provenance: The Big Banana was established as a tourist attraction in 1964. It was the brain-child of Messrs John Landi and John Enevoldson, following a visit to Hawaii where the success of big tourist objects was noted. Several years earlier, though a huge model banana made by Mr W B King (Jnr) had been used as a symbol of Coffs Harbour at a Boy Scouts' Jamborette in Macksville.

Following Council approval to establish their attraction at Macauley's Headland Plantation, the two Johns were ready in time to publish pre-Christmas announcements in 1964, inviting the public to: 'See and walk through the biggest banana in the world; see the nursery, enjoy a panoramic view; watch the snakes and tame animals; browse through our art and gift shop; try our American milkshakes and hamburgers - 7 days a week, admission free'.

The Big Banana's adjoining plantation had been established nearly 40 years earlier, but it was first opened to the public in 1963 when a series of walks had been built to allow visitors to inspect the bananas at close quarters, and view interesting flora and fauna along the route.

The Big Banana, however, was entirely new. Measuring 40 feet long, 14 feet high and 9 feet across, the huge replica of a real banana had been designed by Allan Chapman, a consulting engineer of Coffs Harbour, and built by Alan Harvey of Coffs Jetty for the proprietors, Messrs Landi and Enevoldson.

The project was an immediate success. In its first week of operation, that Christmas, over 2000 visitors per day were checked in, and the press reported the 'horticultural mammoth' as having 'held the spotlight' that holiday, as 'the district's major tourist attraction'.

The Big Banana was originally mounted on a simple ground-level plinth with a forecourt and garden beds spelling 'Visitors Welcome'. It has since been moved back and re-positioned above an elevated timber walkway. The Big Banana is prominently located on a bend of the Pacific Highway and its forecourt, highway setting and views into and out of the site are important components of its significance.

The Big Banana has retained its position of eminence as Coffs Harbour's defining symbol and premier tourist attraction and is the most readily identified of Australia's 'big things'. It was the first to be built in Australia in imitation of US post-war holiday trends, and it was the progenitor and inspiration of the many 'big things' that now form tourist attractions around Australia and help define regional identities. While considered by many to be kitsch, these big objects remain popular as tourist attractions and their value to local economies are undisputed. It ranks as one of the most photographed objects in Australia.

As the first 'big thing', the Big Banana is not only an icon of Coffs Harbour, its banana industry and the development of Coffs Harbour as a major seaside holiday destination, it is also symbolic of the appeal of American ideas in the post-war economic boom.

Themes:

National theme	State theme	Local theme
3. Economy	Commerce	
8. Culture	Leisure	
8. Culture	Creative endeavour	

Designer: Allan Chapman, engineer

Builder: Alan Harvey

Year started: 1964 **Year completed:** 1964 **Circa:** No

Physical description: Painted fibre glass on timber walkway plinth.

The site also includes the concreted forecourt area with coloured lettering, the pavilions flanking the Big Banana, and other tourist attractions and gardens behind the main structure.

The original working banana plantation which formed an essential backdrop to the Big Banana has been removed.

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Physical condition level:

Physical condition: Well maintained and in good condition. The banana itself is highly intact though its original landscape setting was altered when it was moved forward in mid-1980s. The forecourt still retains its 'Visitors welcome' lettering, though the flower beds have been filled in and concreted.

Archaeological potential level:

Archaeological potential Detail:

Modification dates: Mid-1980s moved closer to the road.

Recommended management: List on a Local Environmental Plan (LEP)
Nominate for State Heritage Register (SHR)
Produce a Conservation Management Plan (CMP)
Carry out interpretation, promotion and/or education use one of the following Interpretation strategies: Brochure, Heritage Trail, Museum Display, On Site Participation, Other Publication, Public Program, Retention of Fabric, Retention of Fabric In Situ, Retention of Fabric on Site, Permanent Signage, etc.

Management:

Management category	Management name
Statutory Instrument	List on a Local Environmental Plan (LEP)
Statutory Instrument	Nominate for State Heritage Register (SHR)
Recommended Management	Produce a Conservation Management Plan (CMP)
Recommended Management	Carry out interpretation, promotion and/or education

Further comments: Heritage listing covers the banana structure and plinth, walkways, the forecourt and 'Visitors Welcome' lettering, highway setting and views into and out of the site.

Any development within the site or in the vicinity needs to carefully consider all impacts on these critical aspects of the Big Banana's significance. Any future development should consider some reinstatement of the original background plantation of bananas which was an original aspect of the tourist experience and an important component of its landscape setting.

The Big Banana should be considered for listing on the State Heritage Register and the National Heritage Register.

Criteria a): [Historical significance] The Big Banana is unique and of state/national significance. Built in 1964, it was the first 'big thing' to be built in Australia and was inspired by similar US big objects following a visit by the owners to Hawaii. The Big Banana inaugurated a new kind of tourism and local promotion in Australia and inspired many other similarly big objects around Australia. It demonstrates the importance of the banana industry to the development of Coffs Harbour in the twentieth century; it demonstrates the influence of American tourism and marketing ideas in post-war Australia; it is an instantly recognisable symbol of Coffs Harbour; it has defined Coffs Harbour as an important holiday destination and has been of inestimable economic benefit to the region. It has come to symbolise an important historical period in post-war Australia life with the promotion of a particular type of seaside holiday, centred around deliberately manufactured holiday amusements and the mass appeal of kitsch objects.

Criteria b): [Historical association significance] The Big Banana is considered to be of high local significance due to its association with its local owners and makers: Messrs John Landi and John Enevoldson (owners); Allan Chapman (designer) and Alan Harvey (builder).

Criteria c): [Aesthetic/ Technical significance] The Big Banana is rare within the LGA and of exceptional local significance. The Big Banana was originally mounted on a simple ground-level plinth with a forecourt and garden beds spelling 'Visitors Welcome'. It has since been moved forward and re-positioned above an elevated timber walkway. The forecourt still retains the lettering 'Visitors Welcome' in coloured concrete. The Big Banana is prominently located on a bend of the Pacific Highway and its forecourt, highway setting and views into and out of the site are important components of its significance.

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Criteria d): [Social/Cultural significance] The Big Banana is of exceptional social significance to the local Coffs Harbour community in being an iconic structure that has, since 1964, defined Coffs Harbour as both a banana growing region and a popular tourist destination. It is an essential part of the identity of Coffs Harbour and crucial to Coffs Harbour's sense of place.

It is also of exceptional social significance to the wider Australian community as a tourism icon and for all tourists who have visited the site since it was constructed in 1964, especially as part of childhood holiday experiences. It continues to be one of the most photographed objects in Australia.

It is of stand-alone iconic importance with an instantly recognisable kitsch appeal.

Criteria e): [Research significance] The Big Banana is considered to be rare and of high local significance having potential to reveal information about construction techniques relating to the fibreglass construction of large-scale tourist attractions.

Criteria f): [Rarity] The Big Banana is unique within the Coffs Harbour local government area and of state/national significance in being the first 'big thing' built in Australia.

Criteria g): [Representative] The Big Banana has the distinction of the being the first of the 'big things' to be built in Australia and is therefore highly representative and crucial to the development of 'big things' in Australia as both tourist attractions and economic motivators. It is highly representative of a marketing and tourist ideology that prevailed in the post-war period.

Intactness/Integrity: The Big Banana is intact with a high level of integrity.

References:

Author	Title	Year
Neil Yeates	Coffs Harbour Vols 1 and 2	1990

Studies:

Author	Title	Number	Year
Robin Hedditch	Coffs Harbour Heritage Study		2013
EJE Consulting	CHCC Heritage Study		1998

Parcels:

Parcel code	Lot number	Section number	Plan code	Plan number
LOT	4		DP	270533

Latitude: **Longitude:**

Location validity: **Spatial accuracy:**

Map name: **Map scale:**

AMG zone: **Easting:** **Northing:**

Listing:

Name	Title	Number	ListingDate
	Heritage study		

Data entry: Data first entered: 07/06/2013 Data updated: 18/01/2014 Status: Partial

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Attachment 6

Coffs Harbour City Council

SHI number
1360129
Study number

Item name: **Big Banana**

Location: 351 Pacific Highway Coffs Harbour 2450 Coffs Harbour

Image:



Caption: Big Banana Coffs Harbour

Copy right:

Image by: R Hedditch

Image date:

Image number:

Image url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/345a71a47076079400cb98d7d3b93d740d1.JPG

Thumbnail url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/Thumb_test345a71a47076079400cb98d7d3b93d740d1.JPG

Attachment 6

Coffs Harbour City Council

SHI number
1360234
Study number

Item name: **Lands Department Building and Original Interiors**

Location: 357 Harbour Drive Coffs Harbour 2450 Coffs Harbour

DRAFT

Address: 357 Harbour Drive **Planning:** Northern

Suburb/nearest town: Coffs Harbour 2450

Local govt area: Coffs Harbour **Parish:**

State: NSW **County:**

Other/former names:

Area/group/complex: **Group ID:**

Aboriginal area: Gumbainggar

Curtilage/boundary:

Item type: Built **Group:** Government and Administrati **Category:** Other - Government & Administration

Owner: State Government

Admin codes: **Code 2:** **Code 3:**

Current use: Lands Department offices

Former uses: NSW Forestry offices

Assessed significance: Local **Endorsed significance:**

Statement of significance: The Lands Department Building at Coffs Jetty is of high local significance as a good example of the work of architect, C P Sorensen and a rare example of post-war international style of architecture in Coffs Harbour. It displays the typical and characteristic design features of the International functionalist style: cubic forms, simple fenestration, parapets walls that conceal the roof, stepped, asymmetrical massing and an overall streamlined and horizontal appearance.

The building makes extensive use of timber, internally and externally. It is clad with weatherboard, not a material commonly used by post-war modernist architects and native and local timbers were used extensively in the decoration of the interiors, revealing the desire by the architect and the Forestry Department to match form and function and for the building to act as a showcase of modern design and local products.

It is prominently sited on a busy corner on the highest point of the land and was designed to be viewed on all sides. Important views are available from all sides.

The building is a well-known local landmark and an important element in the streetscape of Harbour Drive. The Lands Department building and the PWD building adjacent takes up one whole block and forms a large government precinct.

Attachment 6

Coffs Harbour City Council

SHI number
1360234
Study number

Item name: **Lands Department Building and Original Interiors**

Location: 357 Harbour Drive Coffs Harbour 2450 Coffs Harbour

Historical notes of provenance: In September 1935 a new mid north coast district of the NSW Forestry Commission was established with headquarters in South Grafton, in recognition of the importance of the local forests and timber industries. Its area covered from Bonville to South Grafton, Many in Coffs Harbour felt that, due to the number of local mills and the amount of timber shipped from the jetty, Coffs Harbour was the more appropriate location for the head quarters.

In 1938 it was agreed to establish another forestry district at Coffs Harbour and the site chosen for new headquarters was the large block of land opposite the Pier Hotel. The building would also house a Dairy Branch.

The foundation stone was laid on 19 March 1938 by the Minister for Forests and Member for Raleigh, R S Vincent. In August 1949 a model of the new building went on display and tenders were called in 1940. The building was officially opened by Mr Vincent on 8 May 1941. The Dairy Branch was on the ground floor and the Forestry offices were on the second.

From The Coffs Harbour Advocate, 22 August 1939:

FORESTRY OFFICES – MODEL OF BUILDINGS
A compete model of the buildings and surroundings of the new Forestry Offices to be erected at Coffs Jetty has arrived at Coffs and has attracted the attention of a number of residents. Those who have seen it are impressed with the size, structure and layout of the buildings and grounds. The offices are to be erected opposite the Pier Hotel and besides the Forestry District Offices there will be offices for the Dairy Branch and the Fruit Inspector.

The Dairy Branch offices will be on the ground floor, with a laboratory for the Senior Instructor and his staff. Mr. Graham's office will be on the same floor.

The first floor will be occupied entirely by the Forestry Department's staff, who will apparently be well provided for regarding space. Above them will be a spacious lecture hall, with a balcony on three sides. The main entrances are in the front facing Ocean Street (Harbour Drive in 2008), but the approach to the Forestry Offices is from Collingwood Street, up two flights of steps leading to a landing level with the first floor, from which entrance is given to the offices. In the first flight of steps boxes will be built to accommodate small garden plots, and in the grounds trees are shown. The main entrance to the offices on the ground floor is of elegant design.

The whole building measures 75ft x 35ft, and liberal provision is made for lighting and ventilation with plenty of modern windows. The roof of the building is flat, and apparently will not be seen from the ground. The roofing will be of a fibrolite corrugated substance, according to the model, and will thus not be affected by the salt air. A square tower rising to the roof at one corner, gives the building the appearance of a castle. The approach to the front is by a carriageway from Collingwood Street, leading to a large space in front of the garages to manoeuvre cars in and out. A considerable amount of excavation will be necessary for the main building. Hole dug recently on the site were to test the soil for the foundations. The excavation is estimated to cost about 120 pounds, and 10 men from the Forestry Department's relief workers on Eastern Dorrigo are commencing on this work almost immediately. It is expected to take about a fortnight to complete.

In a letter accompanying the model it was stated that the completion of the plans is being pushed on with as expeditiously as possible, but it is pointed out that some time must necessarily elapse before tenders can be called for the erection of the building. It should not be very long, however, before the building is well under way.

From The Coffs Harbour Advocate, 9 May1941:

FORESTRY OFFICES – THE OFFICIAL OPENING – 'KNOW YOUR OWN TIMBERS"
Australians have often been asked to "Know your own country." The new Forestry administration offices at Coffs Harbour are a silent but eloquent exhortation to "Know your own timbers." To walk through the building is a revelation and makes one marvel at what can be done with native timbers. Every day we see our trees and pass them with a familiarity that causes little notice. In this building we salute them with pride and admiration.

Yesterday afternoon the building was officially opened by Hon. R. S. Vincent, Minister for Mines and Forests, who was very largely responsible for its erection here, although none can deny that Coffs Harbour is the most suitable place for the central administrative offices.

In this building the Department has achieved marked success in demonstrating the value of our native timbers, for here they have been utilised, from the humble trees used mostly for firewood to the finest woods sought after for artistic construction. Timber has been used in every possible way. Rooms have been constructed in beautiful designs from various woods, and in each the names of the timbers used are set out on tablets on the walls. In the large meeting room is a big table made of case timber (flooded gum), beautifully polished and really something to admire. Visitors signed their names in a visitors' book with wooden covers with a wooden pen handle dipped in a wooden ink stand. The lock on the outer door was encased in a wooden frame and opened with a wooden key. These were presented to Mr. Vincent as mementoes of the occasion. The frame can be used as a cigar box.

The building is in three storeys. The ground floor will be occupied by the Dairy Branch, and one of the offices by the local Banana Inspector. The Forestry offices are on the main floor, with the meeting room on the top floor. Every room is very well lighted, and there is a magnificent outlook over the sea from the building. The grounds are being very nicely arranged with paths, lawns and trees, and in a year or two this will be one of the show places of the district.

There was a large attendance at the official opening, including visitors from long distances. These embraced many men prominent in the timber industry.

Cr P Burke, Shire President, presided and at the outset read apologies from a number of timber men, public officials and others where were unable to attend. Cr. Burke also mentioned how the late Mr P J MacNamara would have liked to be present to witness yet another epoch in the advancement of Coffs Harbour, for which he had worked so hard during his lifetime.

Mr M Cunningham, President of the Chamber of Commerce, welcomed the visitors. In doing so he referred to the remarkable progress Coffs Harbour had made, contrasting it today with what it was 35 years ago, when he first came here. He referred mainly to the timber industry, mentioning that this is the biggest timber shipping port in the Commonwealth, from which 14,000,000 ft of timber had been shipped in the past year. Progress in the last seven or eight years had been phenomenal. Mr. Cunningham said methods and administration regarding forestry had also progressed wonderfully from the days when he was a bullock driver here. He was pleased to welcome the visitors, who came from as far south as Sydney and as far north as Brisbane.

Mr L Brophy (E D Pike & Co) was the first to respond. He commended Mr Vincent upon his able administration and the erection of this fine building.

Mr F N Murphy (Grafton), District President of the Sawmillers' Association, expressed appreciation of Mr Vincent's administration, stating he had been always sympathetic and considerate when approached by the millers with their difficulties. He described Mr Vincent as the best Minister for Forests the State had known. This building, said Mr Murphy, is the fulfilment of a promise made by Mr Vincent. He hoped the same administration would continue.

Mr Alf Johnson (Woolgoolga) said this was a worthy building in a very worthy timber centre, and credit for it was due to Mr Vincent and the Forestry Commissioner, Mr Swain, to whom they owed their thanks for recognition of the timber interests in this district.

Mr Jim Johnson, who was announced as one of the men who had helped to build up Coffs Harbour in the early days, said he was very pleased to come back to Coffs Harbour to meet many of the old hands whom he knew when he was manager of the BAT mill, which stood just across the street from this new building. He was proud to know that Coffs Harbour had advanced as it had done. He could hardly recognise the town and harbour after some years' absence. Forestry maters, he added, had made more progress under Mr Vincent than ever before, and this building proved the Department's faith in the future timber resources of this district.

Attachment 6

Coffs Harbour City Council

SHI number
1360234
Study number

Item name: **Lands Department Building and Original Interiors**

Location: 357 Harbour Drive Coffs Harbour 2450 Coffs Harbour

Cr W M Mark said he and Roy Vincent were old friends of 30 years standing and he was pleased to be present to witness yet another edifice to his honour and memory. In Coffs Harbour they could see many others including the High School and he harbour. Mr. Vincent had done a god job in 1914-18 and had continued to do a good job ever since, despite the effects of the war upon his health. Largely due to his administration there were more mills and villages in this district today than ever before, and they showed evidences of prosperity. The forests were being utilised in the most economical way. Mr. Vincent, he added, was a man who acts and does things rather than talk about them.

Mr E H S Swain, Commissioner of Forests, spoke of his early days in Coffs Harbour. He went on to say that old ideas have changed and today the value of our resources is more recognised. The success of the world, he added, depends very largely upon the forest resources of this and adjoining districts from where timber is being procured for the manufacture of rifle stocks, the wings of planes etc. The East Indies and other places are also depending upon our resources. Mr. Swain then handed Mr Vincent a key, which he said was symbolic of a great future. Faith in the future had led to the erection of this edifice in wood in this centre, the greatest timber metropolis in New South Wales. It would show people the value of their own timbers. We want to teach the children of today how to make more use of the wood at their disposal, said Mr. Swain. As commissioner he acknowledged the leadership and inspiration Mr Vincent gave as Minister.

In calling upon Mr Vincent to officially open the building, Cr Burke congratulated him upon putting a magnificent structure here.

The architect of the building was Mr C P Sorensen.

Themes:

National theme	State theme	Local theme
4. Settlement	Towns, suburbs and villages	
7. Governing	Government and Administration	
8. Culture	Creative endeavour	

Designer: C P Sorensen

Builder: NSW PWD

Year started: 1938 **Year completed:** 1941 **Circa:** No

Physical description:

Physical condition level: Excellent

Physical condition: Very good

Archaeological potential level: Not assessed

Archaeological potential Detail:

Modification dates:

Recommended management:
List on a Local Environmental Plan (LEP)
Nominate for State Heritage Register (SHR)
Produce a Conservation Management Plan (CMP)
Carry out interpretation, promotion and/or education use.

Management:

Management category	Management name
Statutory Instrument	List on a Local Environmental Plan (LEP)
Recommended Management	Produce a Conservation Management Plan (CMP)
Recommended Management	Carry out interpretation, promotion and/or education
Statutory Instrument	Nominate for State Heritage Register (SHR)

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Location: 357 Harbour Drive Coffs Harbour 2450 Coffs Harbour

Further comments: The interior in particular along with the moveable collection belonging to the building is exceptional. The Henry Kendell collection that was established in 1982 by the Forestry commission is well represented within the building and show cases the extraordinary craftsmanship of this artist. The interior demonstrates and showcases the diverse range of applications of timber in colour and design. Whilst the exterior has been modified with aluminium cladding, the original timber weatherboards are in evidence in locations where they are exposed. The building is exemplary in its ability to demonstrate the significance of the timber industry to the growth of Coffs Harbour. This listing covers the exterior of the building and all its surviving original interior decorative schemes.

Criteria a): [Historical significance] The Lands Department Building at Coffs Jetty is of high local significance as a good example of the work of architect, C P Sorensen and a rare example of post-war international style of architecture in Coffs Harbour. The building is exemplary in its ability to demonstrate the significance of the timber industry to the growth of Coffs Harbour.

Criteria b): [Historical association significance] Of high local significance due to its association with architect, C P Sorensen. The Henry Kendell collection that was established in 1982 by the Forestry commission is well represented within the building and show cases the extraordinary craftsmanship of this artist.

Criteria c): [Aesthetic/ Technical significance] Rare and of high local significance as a good example of post-war international style of architecture in Coffs Harbour. It displays the typical and characteristic design features of the International functionalist style: cubic forms, simple fenestration, parapets walls that conceal the roof, stepped, asymmetrical massing and an overall streamlined and horizontal appearance.

Interestingly, the exterior of the building is weatherboard, not a material commonly used by post-war modernist architects. The choice of weatherboard cladding refers to the building's original function as Department of Forestry offices. Along with the extensive use of native and local timbers in the decoration of the interiors, this reveals a desire by the architect and the Forestry Department to match form and function and for the building to act as a showcase of modern design and local products.

As said in a speech at the building's opening, "Faith in the future had led to the erection of this edifice in wood in this centre, the greatest timber metropolis in New South Wales. It would show people the value of their own timbers. We want to teach the children of today how to make more use of the wood at their disposal ..."

It is prominently sited on a busy corner opposite the row of shops and the Pier Hotel. The building has been placed on the highest point of the land and is visible and accessible on all sides, creating an in-the-round experience. It has three equally ranked entrances and the 'rear' of the building employs the same level of detail as the two 'front' elevations, indicating the building was designed to be viewed on all sides. The grounds are open with no fencing, and the garden setting consists of expanses of lawn and trees, allowing a clear view of the building on all sides. Important views are available from all sides.

The building is a well-known local landmark and an important element in the streetscape of Harbour Drive. The Lands Department building and the PWD building adjacent takes up one whole block and forms a large government precinct.

Criteria d): [Social/Cultural significance]

Criteria e): [Research significance] Rare and of high local significance having potential to reveal information about post-war building techniques and the use of timber in interior decoration. The deliberate employment of local timbers to showcase the local timber industry and the showcase of the Henry Kendell collection gives the building and its interiors high local significance.

Criteria f): [Rarity] Rare within the Coffs Harbour local government area and of high local significance.

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Location: 357 Harbour Drive Coffs Harbour 2450 Coffs Harbour

DRAFT

Criteria g): [Representative] A good representative example of the work of architect, C P Sorensen within the Coffs Harbour local government area and of high local significance.

Intactness/Integrity: Very high level of integrity.

References:

Author	Title	Year
Neil Yeates	Coffs Harbour Vols 1 and 2	1990
EJE Consulting	CHCC Heritage Study	1998
Jan Arnett	Collection of Coffs Harbour Advocate newspaper articles	

Studies:

Author	Title	Number	Year
Robin Hedditch	Coffs Harbour Heritage Study		2013

Parcels:

Parcel code	Lot number	Section number	Plan code	Plan number
LOT	5-10	67	DP	758258

Latitude: **Longitude:**

Location validity: **Spatial accuracy:**

Map name: **Map scale:**

AMG zone: **Easting:** **Northing:**

Listing:

Name	Title	Number	ListingDate
	Heritage study		

Data entry: Data first entered: 17/06/2013 Data updated: 03/11/2015 Status: Completed

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Attachment 6

Coffs Harbour City Council

SHI number
1360234
Study number

Item name: **Lands Department Building and Original Interiors**

Location: 357 Harbour Drive Coffs Harbour 2450 Coffs Harbour

Image:



Caption: Lands Department Building and Original Interiors
Copy right:
Image by: R Hedditch
Image date:
Image number:
Image url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/345410802b495f641c1ab793061e41a1f4a.jpg
Thumbnail url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/Thumb_test345410802b495f641c1ab793061e41a1f4a.jpg

Image:

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Location: 357 Harbour Drive Coffs Harbour 2450 Coffs Harbour



Caption: Lands Department Building and Original Interiors
Copy right:
Image by: R Hedditch
Image date:
Image number:
Image url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/3453e46ae1242274d27b0a5080c5ba1a629.jpg
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Image:

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SHI number
1360234
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Item name: **Lands Department Building and Original Interiors**

Location: 357 Harbour Drive Coffs Harbour 2450 Coffs Harbour



Caption: Lands Department Building and Original Interiors
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Image by: L. Thom
Image date:
Image number:
Image url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/3457dea24fa38184526b65c0318dec7c573.JPG
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Image:

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SHI number
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Study number

Item name: **Lands Department Building and Original Interiors**

Location: 357 Harbour Drive Coffs Harbour 2450 Coffs Harbour



Caption: Lands Department Building and Original Interiors
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Image by: L. Thom
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Image number:
Image url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/345c89adf4419cf4782a0a5e0b08aa7a7c7.JPG
Thumbnail url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/Thumb_test345c89adf4419cf4782a0a5e0b08aa7a7c7.JPG

Attachment 6

Coffs Harbour City Council

SHI number
1360068
Study number

Item name: **Temple - first Sikh**

Location: 6 Hastings Street Woolgoolga 2456 Coffs Harbour

DRAFT

Address: 6 Hastings Street **Planning:** Northern

Suburb/nearest town: Woolgoolga 2456

Local govt area: Coffs Harbour **Parish:**

State: NSW **County:**

Other/former names:

Area/group/complex: **Group ID:**

Aboriginal area: Gumbainggar

Curtilage/boundary:

Item type: Built **Group:** Religion **Category:** Other - Religion

Owner: Private - Community Group

Admin codes: **Code 2:** **Code 3:**

Current use: Religion

Former uses:

Assessed significance: Local **Endorsed significance:**

Statement of significance: The Sikh Temple in Hastings Street Woolgoolga is of high local significance and possibly of state significance as the first Sikh temple in Australia. It demonstrates the history and importance of the Sikh community both locally and in the wider Australian context. The construction of two Sikh temples in the same town in the late 1960s and early 1970s reflects the growing multiculturalism of Australian society in the post-war period. It has become a landmark/iconic building and forms an important part of the town's sense of identity.

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 6

Coffs Harbour City Council

SHI number
1360068
Study number

Item name: **Temple - first Sikh**

Location: 6 Hastings Street Woolgoolga 2456 Coffs Harbour

DRAFT

Historical notes of provenance:

The Sikh community in Woolgoolga
It has been estimated that half of Woolgoolga's population is Sikh or of Sikh descent (approximately 2500), and the local Sikh community owns 90 per cent of the local banana farms.

Sikhs first came to Australia in small numbers through the nineteenth century. They were mainly from the Punjab and arrived as indentured labourers working in the cane fields of northern New South Wales and north Queensland.

Sikhs arrived in Woolgoolga in the 1940s, initially as labourers on local banana plantations, but later success led to them acquiring leasehold and freehold title to banana plantations, forming a small permanent resident population. This led to a further influx of Sikh migrants from other parts of Australia once knowledge of an established Sikh community became known.

The first permanent Sikh residents in Woolgoolga were Labu Singh from Belga and Booja Singh from Malpar Arkan district Jallandhar. Booja Singh was the first Sikh to purchase a banana plantation in Holloways Road and a residence in Beach Street.

Currently, Woolgoolga has two gurdwaras or places of worship: the Sikh Temple Woolgoolga (the first purpose-built gurdwara in Australia) in Hastings Street and the Guru Nanak Temple in River Street

In the 1996 census, 12,017 Australians identified their religion as Sikh. There are currently about 12 Sikh temples in NSW.

Principles and defining features of Sikh architecture
Sikh places of worship are known as gurdwaras (places where the Guru dwells). The term is a compound of guru (guide or master) and dwara (gateway or seat).

Sikh architecture is generally considered to be a blend of the Mughal and Rajput styles. Features such as domes, arches, pilasters, decorative inlay work, frescoes, etc are Mughal influences, while oriel windows, bracket-supported eaves, chattris, richly ornamented friezes, etc are derived from Rajput architecture in Jaipur, Jodhpur, Bikaner and other places in Rajasthan. After centuries, however, Sikh architecture has evolved into a distinctive and readily identifiable form, especially the gurdwaras.

The dominant and most readily recognisable external feature is the large central gumbad or onion-shaped dome. Fluted or ribbed, it is usually white, and sometimes gilded. Alternatively, domes can be covered with brass, while in others, at least the finial has been given copper-gilt sheathing. Usually domes on Sikh shrines spring from a floral base, and have inverted lotus symbol top from which rises the kalasa, an ornate finial.

As well as the central dome, there are often smaller corner cupolas. The parapet may also be embellished with turrets, smaller domes and arcades. Pointed, semicircular, elliptical arches, with or without cusps, as well as ogee arches, are the ubiquitous elements of Sikh architecture, as are a multitude of domes, pavilions, carved brackets, and lavish decorative embellishment.

Another recurrent element is the preference for a single-volume two-storey internal space used to gain sufficient height for the shrine where the first floor functions as a gallery. Externally the building reads as two storeys with the facade employing a series of columns, piers and pilasters, with strong vertical divisions.

First Sikh Temple in Australia (1967)
In April 1967 the Trustees of Woolgoolga Sikh Temple sought approval to build a Sikh Temple in Hastings Street at a cost of $10,800 (BA 157/67).

The submitted plans indicate no designer and show plans for a simple, singlestorey rectangular brick building with a timber floor, simple pitched roof covered with concrete tiles and front steps and porch.

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 6

Coffs Harbour City Council

SHI number
1360068
Study number

Item name: **Temple - first Sikh**

Location: 6 Hastings Street Woolgoolga 2456 Coffs Harbour

DRAFT

The building was located at the rear of the site with a front brick fence and entrance arch. There is also the traditional fabric-covered flagpole surmounted with the symbolic two-edged dagger called the khanda.

In 1977 approval was given to build a parish hall on the site with L Crabtree as the builder (BA 747/77).

Themes:

National theme	State theme	Local theme
2. Peopling	Ethnic influences	
8. Culture	Creative endeavour	
8. Culture	Religion	

Designer: Bruce Pearce Drafting, a local drafting firm

Builder: Not known

Year started: 1967 **Year completed:** 1977 **Circa:** No

Physical description: Simple rectangular brick building with a timber floor, simple pitched roof covered with corrugated iron with front steps and porch supported on tall white poles. Traditional fabric-covered flagpole surmounted with the symbolic two-edged dagger called the khanda.

Physical condition level:

Physical condition: Very Good.

Archaeological potential level:

Archaeological potential Detail:

Modification dates:

Recommended management: List on a Local Environmental Plan (LEP)
Nominate for State Heritage Register (SHR)
Carry out interpretation, promotion and/or education use.

Management:

Management category	Management name
Statutory Instrument	List on a Local Environmental Plan (LEP)
Statutory Instrument	Nominate for State Heritage Register (SHR)
Recommended Management	Carry out interpretation, promotion and/or education

Further comments: A new Sikh temple to be built on the adjacent site was approved by Coffs Harbour City Council in 2012. It is expected the building will cost over 2 million dollars and work started in late 2012. The original Sikh Temple is to remain and become a hall/childcare centre.

Criteria a): [Historical significance] The Sikh Temple in Hastings Street Woolgoolga is of high local significance and possibly of state significance as the first Sikh temple in Australia. It demonstrates the history and importance of the Sikh community both locally and in the wider Australian context. It is estimated up to half the population is Sikh or of Sikh descent. Sikhs starting arriving in Woolgoolga in the 1940s and this large Sikh community has grown to become one of the most distinguishing and unique features of the town, and strongly associated with the local banana-growing industry. The construction of two Sikh temples in the late 1960s and early 1970s also reflects the growing multiculturalism of Australian society in the post-war period and forms an important part of the town's sense of identity.

Criteria b): [Historical association significance]

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 6

Coffs Harbour City Council

SHI number
1360068
Study number

Item name: **Temple - first Sikh**

Location: 6 Hastings Street Woolgoolga 2456 Coffs Harbour

DRAFT

Criteria c): [Aesthetic/ Technical significance] Of high local significance as one of two Sikh temples in Woolgoolga and has become a landmark/iconic building for the town.

In its design, the design of the temple is very simple and is constructed in face brick with a timber floor and iron roof. It displays few of the characteristic features of Sikh architecture. Though severe in its plainness, the single-storey building is elevated on its brick foundation and makes use of tall white two-storey supporting poles for the porch roof. This helps relieve the severe plainness of the facade and provides a hint of the preferred two-story appearance of traditional gurdwaras. Its location on the high point of the site allows a two-storey elevation to be given to shrine housed inside, in keeping with Sikh architectural traditions.

This austerity reflects the period in which it was built (late 1960s) and the size of the then-Sikh community.

Criteria d): [Social/Cultural significance] Of high local significance to the local Sikh community as a place of worship. Of high significance to the wider Sikh community in Australia as the first Sikh Temple in Australia and as a potent symbol of their unity and cultural traditions.

Criteria e): [Research significance] Of high local significance having potential to reveal information about Sikh architecture and building techniques adapted to Australian circumstances.

Criteria f): [Rarity] Rare within the Coffs Harbour local government area and of high local significance.

Criteria g): [Representative]

Intactness/Integrity: High level of integrity.

References:

Author	Title	Year
Neil Yeates	Woolgoolga: History of a Village	1994
Dr A More and Mon Singh	Sikh community in Woolgoolga	
Not known	Sikh architecture	

Studies:

Author	Title	Number	Year
Robin Hedditch	Coffs Harbour Heritage Study		2013

Parcels:

Parcel code	Lot number	Section number	Plan code	Plan number
LOT	2	35	DP	759113

Latitude: **Longitude:**

Location validity: **Spatial accuracy:**

Map name: **Map scale:**

AMG zone: **Easting:** **Northing:**

Listing:

Name	Title	Number	ListingDate
	Heritage study		

Data entry: Data first entered: 30/05/2013 Data updated: 19/08/2014 Status: Partial

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 6

Coffs Harbour City Council

SHI number
1360068
Study number

Item name: **Temple - first Sikh**

Location: 6 Hastings Street Woolgoolga 2456 Coffs Harbour

Image:



Caption: Woolgoolga's first Sikh Temple

Copy right:

Image by: R Hedditch

Image date:

Image number:

Image url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/345290addf37c52459ba709a4faf6b4eeb4.JPG

Thumbnail url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/Thumb_test345290addf37c52459ba709a4faf6b4eeb4.JPG

Attachment 6

Coffs Harbour City Council

SHI number
1360069
Study number

Item name: **Temple - Guru Nanak Sikh**

Location: 1-13 River Street Woolgoolga 2456 Coffs Harbour

DRAFT

Address: 1-13 River Street **Planning:** Northern

Suburb/nearest town: Woolgoolga 2456

Local govt area: Coffs Harbour **Parish:**

State: NSW **County:**

Other/former names:

Area/group/complex: **Group ID:**

Aboriginal area: Gumbainggar

Curtilage/boundary:

Item type: Built **Group:** Religion **Category:** Other - Religion

Owner: Private - Community Group

Admin codes: **Code 2:** **Code 3:**

Current use: Religion

Former uses:

Assessed significance: Local **Endorsed significance:**

Statement of significance: The Guru Nanak Sikh Temple in Woolgoolga is of high local significance in demonstrating the history and importance of the local Sikh community. The construction of two Sikh temples in the same town in the late 1960s and early 1970s reflects the growing multiculturalism of Australian society in the post-war period and the size and prominence of this temple (1991) reflects the success, pride and prosperity of the local Sikh community. Of high local significance as one of two Sikh temples in Woolgoolga, it has become a landmark/iconic building for the town.

In its design, the temple displays many of the characteristic features of Sikh gurdwara design and is instantly recognisable as a Sikh temple. Located above the Pacific Highway, the building is a highly prominent feature of the landscape, especially as you approach Woolgoolga from the south and the building has become a landmark/iconic building for the town. It forms an important part of the town's sense of identity.

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 6

Coffs Harbour City Council

SHI number
1360069
Study number

Item name: **Temple - Guru Nanak Sikh**

Location: 1-13 River Street Woolgoolga 2456 Coffs Harbour

DRAFT

Historical notes of provenance:

The Sikh community in Woolgoolga
It has been estimated that half of Woolgoolga's population is Sikh or of Sikh descent (approximately 2500), and the local Sikh community owns 90 per cent of the local banana farms.

Sikhs first came to Australia in small numbers through the nineteenth century. They were mainly from the Punjab and arrived as indentured labourers working in the cane fields of northern New South Wales and north Queensland.

Sikhs arrived in Woolgoolga in the 1940s, initially as labourers on local banana plantations, but later success led to them acquiring leasehold and freehold title to banana plantations, forming a small permanent resident population. This led to a further influx of Sikh migrants from other parts of Australia once knowledge of an established Sikh community became known.

The first permanent Sikh residents in Woolgoolga were Labu Singh from Belga and Booja Singh from Malpar Arkan district Jallandhar. Booja Singh was the first Sikh to purchase a banana plantation in Holloways Road and a residence in Beach Street.

Currently, Woolgoolga has two gurdwaras or places of worship: the Sikh Temple Woolgoolga (the first purpose-built gurdwara in Australia) in Hastings Street and the Guru Nanak Temple in River Street

In the 1996 census, 12,017 Australians identified their religion as Sikh.

Principles and defining features of Sikh architecture
Sikh places of worship are known as gurdwaras (places where the Guru dwells). The term is a compound of guru (guide or master) and dwara (gateway or seat).

Sikh architecture is generally considered to be a blend of the Mughal and Rajput styles. Features such as domes, arches, pilasters, decorative inlay work, frescoes, etc are Mughal influences, while oriel windows, bracket-supported eaves, chattris, richly ornamented friezes, etc are derived from Rajput architecture in Jaipur, Jodhpur, Bikaner and other places in Rajasthan. After centuries, however, Sikh architecture has evolved into a distinctive and readily identifiable form, especially the gurdwaras.

The dominant and most readily recognisable external feature is the large central gumbad or onion-shaped dome. Fluted or ribbed, it is usually white, and sometimes gilded. Alternatively, domes can be covered with brass, while in others, at least the finial has been given copper-gilt sheathing. Usually domes on Sikh shrines spring from a floral base, and have inverted lotus symbol top from which rises the kalasa, an ornate finial.

As well as the central dome, there are often smaller corner cupolas. The parapet may also be embellished with turrets, smaller domes and arcades. Pointed, semicircular, elliptical arches, with or without cusps, as well as ogee arches, are the ubiquitous elements of Sikh architecture, as are a multitude of domes, pavilions, carved brackets, and lavish decorative embellishment.

Another recurrent element is the preference for a single-volume two-storey internal space used to gain sufficient height for the shrine where the first floor functions as a gallery. Externally the building reads as two storeys with the facade employing a series of columns, piers and pilasters, with strong vertical divisions.

First Guru Nanak Sikh Temple on the site (1971)
In 1968 the local Sikh community sought permission to built a Guru Nanak Temple on this site in River Street at a cost of $12,000 (BA 371/68).

It was a relatively modest building, consisting of an all-white square, single-storey building with a large onion-shaped dome and four smaller corner domes. An entrance arch was included, which was inscribed in both English and Urdu with the words, "Guru Nanak Sikh Temple, Jan 3rd 1970".

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 6

Coffs Harbour City Council

SHI number
1360069
Study number

Item name: **Temple - Guru Nanak Sikh**

Location: 1-13 River Street Woolgoolga 2456 Coffs Harbour

DRAFT

In 1975 a hall was built next door on the same site (BA 462/75). The builder was B Erikson and it cost $20,000.

Second Guru Nanak Sikh Temple (1991)
In 1991 the community sought permission to built a new temple on the site (BA 0765/91). The building was two storeys high, much larger and more highly decorative than the previous temple. The estimated cost was given as $230,000. In the building application, the designer was Bruce Pearson Drafting, a local drafting firm and the builder was yet to be determined.

The hall built in 1975 was retained.

Themes:

National theme	State theme	Local theme
2. Peopling	Ethnic influences	
8. Culture	Creative endeavour	
8. Culture	Religion	

Designer: Bruce Pearce Drafting, a local drafting firm

Builder: Not known

Year started: 1968 **Year completed:** 1991 **Circa:** No

Physical description: 1971 – First temple on the site (BA 371/68)
1975 – Hall next door (BA 462/75).
1991 – Second temple on the site (BA 0765/91)
c2008 – two statues of Sikh warriors installed near front entrance

Physical condition level:

Physical condition: Very Good. Some archaeological potential in relation to the first Guru Nanak Temple on the site, but given the ground disturbance involved in construction of the current temple, this is considered to be minimal.

Archaeological potential level:

Archaeological potential Detail:

Modification dates:

Recommended management: List on a Local Environmental Plan (LEP)
Nominate for State Heritage Register (SHR)
Carry out interpretation, promotion and/or education use.

Management:

Management category	Management name
Statutory Instrument	List on a Local Environmental Plan (LEP)
Statutory Instrument	Nominate for State Heritage Register (SHR)
Recommended Management	Carry out interpretation, promotion and/or education

Further comments:

Criteria a): [Historical significance] The Guru Nanak Sikh Temple in Woolgoolga is of high local significance in demonstrating the history and importance of the local Sikh community. It is estimated up to half the population is Sikh or of Sikh descent. Sikhs starting arriving in Woolgoolga in the 1940s and this large Sikh community has grown to become one of the most distinguishing and unique features of the town, and strongly associated with the local banana-growing industry. The construction of two Sikh temples in the late 1960s and early 1970s also reflects the growing multiculturalism of Australian society in the post-war period and forms an important part of the town's sense of identity. The size and prominence of this temple (1991) reflects the success, pride and prosperity of the local Sikh community.

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 6

Coffs Harbour City Council

SHI number
1360069
Study number

DRAFT

Item name: **Temple - Guru Nanak Sikh**

Location: 1-13 River Street Woolgoolga 2456 Coffs Harbour

Criteria b): [Historical association significance]

Criteria c): [Aesthetic/ Technical significance] Of high local significance as one of two Sikh temples in Woolgoolga and has become a landmark/iconic building for the town.

In its design, the temple displays many of the characteristic features of Sikh gurdwara design and is instantly recognisable as a Sikh temple. It includes a square plan form, two storeys externally expressed with a single-volume internal space, first-floor galleries, a large central ribbed dome with smaller corner cupolas and a series of domes along the parapets, decorative arcades, a heavily detailed front entrance, inverted lotus flower details on the domes and use of brass topped dome finials and reflective metal decorations to enrich the facade. The all-white colour scheme is also typical of Sikh temple architecture.

Located above the Pacific Highway, the building is a highly prominent feature of the landscape, especially as you approach Woolgoolga from the south. Views of the building from the south, along the Pacific Highway and from River Street are a significant feature of its location and landmark status.

Criteria d): [Social/Cultural significance] Of high local significance to the local Sikh community as a place of worship.

Criteria e): [Research significance] Of high local significance having potential to reveal information about Sikh architecture and building techniques adapted to Australian circumstances and displays some archaeological research potential in relation to the first Sikh temple on the site demolished to make way for this temple in 1991.

Criteria f): [Rarity] Rare within the Coffs Harbour local government area and of high local significance.

Criteria g): [Representative] An excellent representative example of Sikh temple architecture within the Coffs Harbour local government area and of high local significance.

Intactness/Integrity: High level of integrity.

References:

Author	Title	Year
Neil Yeates	Woolgoolga: History of a Village	1994
Dr A More and Mon Singh	Sikh community in Woolgoolga	
Not known	Sikh architecture	

Studies:

Author	Title	Number	Year
Robin Hedditch	Coffs Harbour Heritage Study		2013

Parcels:

Parcel code	Lot number	Section number	Plan code	Plan number
LOT	1		DP	116111

Latitude: **Longitude:**

Location validity: **Spatial accuracy:**

Map name: **Map scale:**

AMG zone: **Easting:** **Northing:**

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 6

Coffs Harbour City Council

SHI number
1360069
Study number

Item name: **Temple - Guru Nanak Sikh**

Location: 1-13 River Street Woolgoolga 2456 Coffs Harbour

DRAFT

Listing:	**Name**	**Title**	**Number**	**ListingDate**
		Heritage study		

Data entry: Data first entered: 30/05/2013 Data updated: 01/02/2014 Status: Partial

Image:



Caption: Guru Nanak Sikh Temple

Copy right:

Image by: R Hedditch

Image date:

Image number:

Image url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/345c917272e731a48baa6a6fa896f07ff76.JPG

Thumbnail url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/Thumb_test345c917272e731a48baa6a6fa896f07ff76.JPG

Attachment 6

Coffs Harbour City Council

SHI number
1360135
Study number

Item name: **Windmill Restaurant**

Location: 168 Pacific Highway Coffs Harbour 2450 Coffs Harbour

DRAFT

Address: 168 Pacific Highway **Planning:** Northern

Suburb/nearest town: Coffs Harbour 2450

Local govt area: Coffs Harbour **Parish:**

State: NSW **County:**

Other/former names: De Windmolen, Comfort Inn Big Windmill

Area/group/complex: **Group ID:**

Aboriginal area: Gumbainggar

Curtilage/boundary:

Item type: Built **Group:** Recreation and Entertainment **Category:** Other - Recreation & Entertainment

Owner: Private - Individual

Admin codes: **Code 2:** **Code 3:**

Current use: Motel restaurant

Former uses:

Assessed significance: Local **Endorsed significance:**

Statement of significance: The Windmill Restaurant is of high local significance in demonstrating the important role the local Dutch community has played in the post-war development of Coffs Harbour. It attempts the reconstruction of an iconic Dutch experience, displaying the pride and identity of the Dutch community. It is a highly visible tourist attraction and part of the post-war transformation of Coffs Harbour from remote shipping port to major tourist destination. Its size, colourful attention-seeking character and prominent location on the Pacific Highway makes it a local landmark, 'big thing' tourist icon and demonstrate the post-war rise of the motor car and the importance of tourism to the local economy. It continues to be a restaurant specialising in Dutch cuisine and a meeting place for the Dutch community.

The Windmill Restaurant belongs to a group of Coffs Harbour tourist attractions that were built between 1960s and 1980s (Big Banana, Giant Waterslide (removed), Adventure Village in Woolgoolga, the Pet Porpoise Pool, the Clog Barn, the Big Windmill etc) that created distinctive holiday experiences by way of altered scales and exaggerated details.

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 6

Coffs Harbour City Council

SHI number
1360135
Study number

Item name: **Windmill Restaurant**

Location: 168 Pacific Highway Coffs Harbour 2450 Coffs Harbour

DRAFT

Historical notes of provenance: Coffs Harbour has a large Dutch population, following large-scale migration after the Second World War. There continues a strong feeling of community among Dutch residents with an active association of Dutch descendents. There are two highly visible Dutch tourist attractions in Coffs Harbour: the Windmill Motel (built 1972-1982) and the Clog Barn (1986-1992).

In 1968 Mr Franz De Kever, a Dutch architect working in Melbourne and his wife Rie purchased the six-acre site with a view to build a motel and authentic Dutch restaurant. After completing ten motel units, construction on the Windmill Restaurant started in 1972. Originally the most difficult problem was finding the eight timber poles of the same size and width to support the structure. Finally after a long search, De Keever found what he was looking for in the forests near Kempsey.

In October 1974 when halfway through construction Franz De Keever was killed when he fell while working on the frame of the mill. A small brass commemoration plaque with his initials "F.D." is located outside at the base of the mill.

After de Kever's death, the building stood unfinished for three years, with the walls completed but without a roof.

The site remained half-finished until 1977 when Hans Eecen and his family stayed at "De Windmolen" as it was then named. After long discussions with Rie De Keever, they purchased the motel and Hans set about completing the Windmill. The blades or "wicken" were made in Holland by Harry Dercke, who came out to assist in the assembly. It was officially opened in 13 March 1982, by the Dutch Consul General J J de Roos from the Netherlands.

The Eecen family travelled back to Holland regularly and bought the authentic Delft plates that are hanging on the walls as well as the numerous Dutch artefacts located throughout the restaurant and cocktail bar.

The windmill continues to house a restaurant on the ground floor specialising in Dutch cuisine, with a bar on the upper level.

Themes:

National theme	State theme	Local theme
4. Settlement	Accommodation	
8. Culture	Leisure	
8. Culture	Creative endeavour	
2. Peopling	Ethnic influences	

Designer: Franz De Kever, Dutch architect and original owner/builder

Builder: Franz De Kever and Hans Eecen

Year started: 1972 **Year completed:** 1982 **Circa:** No

Physical description: The two Dutch owners who designed and completed the windmill always intended it to be an authentic Dutch windmill in scale, dimensions, construction and details. Designed as the restaurant attached to the motel, it does not pretend to be a working windmill. However, the overall form is an authentically and carefully constructed Dutch windmill in terms of the timber frame, the large main supporting beams, base, timber shingled external cladding, window details etc. The sails can be operated mechanically – though this is not currently allowed by the RTA for traffic safety reasons.

Photos of the windmill at its opening in 1982 show a white timber railing around the windmill base, lace curtains in the windows and flower gardens, contributing to its authentic appearance.

Physical condition level:

Physical condition:

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Attachment 6

Coffs Harbour City Council

SHI number
1360135
Study number

Item name: **Windmill Restaurant**

Location: 168 Pacific Highway Coffs Harbour 2450 Coffs Harbour

DRAFT

Archaeological potential level:

Archaeological potential Detail:

Modification dates:

Recommended management:
List on a Local Environmental Plan (LEP)
Nominate for State Heritage Register (SHR)
Produce a Conservation Management Plan (CMP)
Carry out interpretation, promotion and/or education

Management:

Management category	Management name
Statutory Instrument	List on a Local Environmental Plan (LEP)
Statutory Instrument	Nominate for State Heritage Register (SHR)
Recommended Management	Review a Conservation Management Plan (CMP)
Recommended Management	Carry out interpretation, promotion and/or education

Further comments: Consideration should be given to reinstating the white timber railing around the base and re-establishing the flower beds as a setting for the windmill.

Criteria a): [Historical significance] The Windmill Restaurant is of high local significance in demonstrating the important role the local Dutch community has played in the post-war development of Coffs Harbour. The Windmill Restaurant, together with the Clog Barn, are highly visible reminders and careful reconstructions of iconic Dutch experiences, displaying the local pride and identity of the Dutch community.

Both the Windmill Restaurant and the Clog Barn are also highly visible tourist attractions and demonstrate, and were part of, the post-war transformation of Coffs Harbour from a relatively remote shipping port to a major tourist destination. Their size, colourful attention-seeking character and prominent locations on the Pacific Highway demonstrate the post-war rise of the motor car and the importance of tourism to the local economy.

The Windmill Restaurant also belongs to a time in the history of Coffs Harbour where, in response to the post-war holiday boom, entrepreneurs sought ways to entertain visitors and to provide new and unusual holiday experiences. It belongs to a group of Coffs Harbour tourist attractions that were built between 1960s and 1980s (Big Banana, Giant Waterslide (removed), Adventure Village in Woolgoolga, the Pet Porpoise Pool, the Clog Barn, the Big Windmill etc) that created distinctive experiences by way of altered scales and exaggerated details. These tourist attractions represent an important historical period in post-war Australia life with the promotion of a particular type of seaside holiday, centred around deliberately manufactured holiday amusements and the mass appeal of kitsch/unusual objects.

Criteria b): [Historical association significance]

Criteria c): [Aesthetic/ Technical significance] Its size and prominent siting on a curve of the Pacific Highway on the southern approach to Coffs Harbour makes the Windmill Restaurant a local landmark and gateway to the city. Like the Big Banana on the northern side of Coffs Harbour, the windmill is a tourist icon and part of the post-war embracing of 'big things' as local attractions.

Criteria d): [Social/Cultural significance] The Windmill Restaurant is of high social significance to the local Dutch community as an icon and regular meeting place over the past 30 or more years.

Criteria e): [Research significance] Described at its opening in 1982 as an 'exact replica of a Dutch windmill', it has potential to reveal information about the construction and detailing of a typical traditional Dutch windmill. There are a number of Dutch windmills in Australia that claim to be authentic reconstructions – Plumpton (Vic), Shepparton (Vic), Diamond Creek (Vic), Stirling Range National Park (WA), Bargara (Qld) and the Dutch Village south of Cooma (NSW). More research and comparative analysis is required to test these claims of authenticity.

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 6

Coffs Harbour City Council

SHI number
1360135
Study number

Item name: **Windmill Restaurant**

Location: 168 Pacific Highway Coffs Harbour 2450 Coffs Harbour

DRAFT

Criteria f): [Rarity] Rare (unique) within the Coffs Harbour local government area.

Criteria g): [Representative]

Intactness/Integrity: Intact with a good level of integrity.

References:

Author	Title	Year
Neil Yeates	Coffs Harbour Vols 1 and 2	1990
current motel owners	History of the Big Windmill Restaurant	
newspaper article	'Man dies after windmill fall'	1974
newspaper article	'A dream becomes reality'	1982

Studies:

Author	Title	Number	Year
Robin Hedditch	Coffs Harbour Heritage Study		2013

Parcels:

Parcel code	Lot number	Section number	Plan code	Plan number
LOT	12		DP	706613

Latitude: **Longitude:**

Location validity: **Spatial accuracy:**

Map name: **Map scale:**

AMG zone: **Easting:** **Northing:**

Listing:

Name	Title	Number	ListingDate
	Heritage study		

Data entry: Data first entered: 11/06/2013 Data updated: 19/08/2014 Status: Partial

This report was produced using the State Heritage Inventory application provided by the Heritage Division, Office of Environment and Heritage

Attachment 6

Coffs Harbour City Council

SHI number
1360135
Study number

Item name: **Windmill Restaurant**

Location: 168 Pacific Highway Coffs Harbour 2450 Coffs Harbour

DRAFT

Image:



Caption: Windmill Restaurant

Copy right:

Image by: R Hedditch

Image date:

Image number:

Image url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/3450a3a6d2183aa40ae96ab3054b91b83ea.JPG

Thumbnail url: http://www.environment.nsw.gov.au/maritimeheritageapp/resources/Heritage/shi/WebAPP/Thumb_test3450a3a6d2183aa40ae96ab3054b91b83ea.JPG

REPORT TO ORDINARY COUNCIL MEETING

OUTCOME OF EXHIBITION - CONCEPT PROPOSAL TO RELOCATE THE ENTRANCE TO WOOLGOOLGA BEACH HOLIDAY PARK

REPORTING OFFICER:	Senior Urban Planner/Designer
DIRECTOR:	Acting Director, Sustainable Communities
COFFS HARBOUR 2030:	LC1.1 Build pride and identity in Coffs Harbour as a community and place MA1.2 Improve the effectiveness of the existing transport system PL1.3 Create balanced pedestrian friendly communities with a mix of residential, business and services PL1.6 Reinforce the unique identity of villages and communities
ATTACHMENTS:	ATT1 Exhibition Concept Plan: Alternative Access to Woolgoolga Beach Holiday Park and Works in the Beach Reserve ATT2 Summary of Submissions ATT3 CONFIDENTIAL Submissions ATT3A CONFIDENTIAL Submissions ATT3B CONFIDENTIAL Submissions ATT3C CONFIDENTIAL Submissions ATT3D CONFIDENTIAL Submissions ATT3E CONFIDENTIAL Submissions ATT4 CONFIDENTIAL Submissions - Consultation with Affected Landowners

Recommendation:

That Council:

1. **As an outcome of the community engagement described in this report, relocates the entry to the Woolgoolga Beach Holiday Park from its current location in Beach Street to Wharf Street, as shown in Attachment 1.**
2. **Request the Corporate Manager of the Coffs Coast State Park Trust revise and update the draft Woolgoolga Beach Reserve Plan of Management incorporating the relocated entry and report back to Council with submissions made during its exhibition.**
3. **Finalise the preliminary draft Woolgoolga Town Centre Masterplan incorporating the relocated entry (including replacement car parking, the Wharf Street interface and laneway upgrading) and report back to Council seeking endorsement for its exhibition.**
4. **Notify parties who made submission during community engagement described in this report of Council's decision.**

REPORT TO ORDINARY COUNCIL MEETING

EXECUTIVE SUMMARY

This report provides Council with the findings of community engagement undertaken in relation to a concept plan for the relocation of the entry to Woolgoolga Beach Holiday Park from Beach Street to Wharf Street. The proposal to relocate the entry to the Holiday Park is a key recommendation of an independent peer review of the preliminary draft Woolgoolga Town Centre Masterplan (not yet reported to Council or publicly exhibited) and draft Woolgoolga Beach Reserve Plan of Management (exhibited June 2014) undertaken by consultants Lat27.

A concept plan of the recommended Holiday Park entry off Wharf Street is included as Attachment 1. A summary of the submissions received during community engagement on this matter is included as Attachment 2. The submissions are also included in full in Attachment 3 and Attachment 4 (confidential).

This report recommends in principle support from Council to relocate the entry to the Woolgoolga Beach Holiday Park from its current location in Beach Street to Wharf Street, subject to further design and investigation as part of the Woolgoolga Town Centre Masterplan Review project.

REPORT

Description of Item:

At its Ordinary Meeting of 10 December 2015, Council considered a report on the findings and recommendations of an independent peer review of the preliminary draft Woolgoolga Town Centre Masterplan and draft Woolgoolga Beach Reserve Plan of Management. A key recommendation of this report was to seek Council's endorsement to the relocation of the entry to the Woolgoolga Beach Holiday Park from its current location in Beach Street to Wharf Street, as shown in Attachment 1.

The recommendation was based on the associated long term benefits for the Woolgoolga Town Centre, such as reduced traffic impacts on shared zones, removal of an intersection from Beach Street, increased parking along Beach Street, less queuing on Beach Street, improvements to pedestrian experience along Beach Street and improvements to safety and efficiency for vehicles entering / exiting the Holiday Park into lower order Streets. It also recognised public realm benefits including improved pedestrian and visual connectivity between the beach and town centre.

Council subsequently resolved the following:

1. *Council acknowledges the Woolgoolga Design Review, prepared by Lat27, dated August 2015 (Attachment 1).*
2. *A concept plan displaying the alternative entry point be placed on exhibition.*

This report discusses the outcome of Point 2, the exhibition of the Concept Plan which comprised two community engagement processes.

The concept plan displaying the alternative entry for the Woolgoolga Beach Holiday Park was placed on formal public exhibition from 9 January 2016 to 12 February 2016. Additional consultation was also undertaken with affected landholders from 16 February 2016 to 1 March 2016.

Issues:

At the conclusion of the formal public exhibition period, Council received 144 submissions to the Woolgoolga Holiday Park entry proposal. In summary, a total of 84 submissions were in support of the proposal (*Note: one of the supportive submissions contained five separate submissions in support of the concept proposal bringing the total to 144*), while 60 were unsupportive. Three unsupportive submissions contained petitions regarding the loss of parking and traffic impacts in Wharf Street. The first petition contained 107 signatures. The second petition contained 147 signatures (which duplicated the first 107 and added another 40 signatures). The third petition (which was submitted after the closure of the exhibition period) contained 68 signatures (of which 24 are duplicated in previous submissions and/or petitions adding 44 signatures).

At the conclusion of consultation with affected landowners relating to the Woolgoolga Holiday Park entry proposal, a total of eight submissions were made to Council. Of these submissions, two were supportive of the concept proposal, five were unsupportive of the proposal and one raised issues unrelated to the concept proposal.

A discussion on the issues raised by submissions is discussed as follows:

- **Loss of parking/impact on Wharf Street businesses**

  One of the main issues raised by submissions relates to the loss of up to twelve car parking spaces in Wharf Street and associated detrimental impacts on businesses in Wharf Street.

  Comment:

  As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project.

  In addition to the many benefits associated with relocation of the Holiday Park entrance from Beach Street to Wharf Street, the relocation of existing car parking spaces on Wharf Street will result in a reduction in vehicle congestion on Wharf Street and will provide for safer pedestrian and cycle usage. Numerous submissions made in support of the concept proposal identified these benefits including the associated positive outcomes for Wharf Street businesses.

- **Traffic management in Wharf Street**

  Many of the submissions received by Council (both favourable and unfavourable) raise concerns with the concept design for the new entry for the Holiday Park off Wharf Street in relation to traffic impacts, particularly the queuing of up to five vehicles and caravans. It is noted in these submissions that the current Holiday Park access off Beach Street anecdotally receives no more than two vehicle/caravan combinations concurrently and therefore further consideration on the design of the access is required.

  Comment:

  Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project to ensure that traffic arrangements on Wharf Street are satisfactory.

- **Impacts on cycleway in proximity to the Wharf Street entrance**

  A small number of submissions to the concept proposal identify potential impacts on cyclists associated with changes to traffic arrangements in Wharf Street, particularly in relation to Council's existing bike plan for Woolgoolga.

  Comment:

  Should Council resolve to support the relocation of the entrance for the Holiday Park to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project to ensure that suitable arrangements are provided for cyclists. The draft Woolgoolga Beach Reserve Plan of Management identifies improvements to the Solitary Islands Coastal Walk which may reduce pedestrian / cycle access in the unnamed laneway adjacent to the Holiday Park.

- **Comments on the proposed draft Woolgoolga Beach Reserve Plan of Management and draft Town Centre Masterplan**

  Several submissions raise issues in relation to the draft Woolgoolga Town Centre Masterplan and Woolgoolga Beach Reserve Plan of Management.

Comment:

The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park.

The draft Woolgoolga Town Centre Masterplan will be placed on formal public exhibition following resolution of the entrance to the Woolgoolga Holiday Park during which time submissions can be made on matters unrelated to the concept proposal for park entrance.

- **Consideration should be given to different alternative access options into the Holiday Park**

  A number of submissions identify alternative options for a new entrance for the Woolgoolga Holiday Park in preference to the concept proposal off Wharf Street as exhibited and discussed in this report.

  Comment:

  As part of the peer review of the draft Woolgoolga Town Centre Masterplan Review (reported to Council on 10 December 2015) various entry options for the Holiday Park were investigated. Council staff and consultant engineers also explored options in Beach Street, Wharf Street and Hofmeier Close. The most viable option identified for the successful ongoing operation of the Holiday Park and to enhance the Woolgoolga town centre is the concept proposal provided in Attachment 1 of this report.

- **The current situation (entry on Beach Street) is sufficient (i.e. no change)**

  A consistent theme in many unsupportive submissions relates to the unjustified need to relocate the Holiday Park entry on the basis that the current entry off Beach Street is functioning adequately without issue.

  Comment:

  The catalyst for the need to relocate the Holiday Park entry to Wharf Street originates from community consultation undertaken as part of the Woolgoolga Town Centre Masterplan Review project. The need for a new park entry off Wharf Street has been identified by the community of Woolgoolga for the following reasons:

  - to enhance the quality and quantity of public open space which can be utilised by the community; and
  - to provide for improved pedestrian access which does not interfere with the operations of the Holiday Park and the privacy of its residents/visitors; and
  - to remove vehicle/caravan combinations from Beach Street, in close proximity to the Woolgoolga Town Centre, particularly as the town centre grows.

  Further detail in relation to the benefits of a new Holiday Park entrance off Wharf Street is provided in the peer review document prepared by Lat27 which was reported to Council on 10 December 2015.

Options:

1. Adopt the recommendations of this report to support the in principle relocation of the entrance to the Woolgoolga Beach Holiday Park from Beach Street to Wharf Street. This option will result in a number of significant benefits to the Woolgoolga Town Centre in terms of public amenity, enhanced public open space and improved vehicular access.

2. Reject the recommendations provided in this report in relation to the relocation of the entrance to the Woolgoolga Beach Holiday Park. This option will result in the retention of the existing Holiday Park entry arrangements and unrealised connectivity between the town centre and foreshore.

Option 1 is the recommended option.

Sustainability Assessment:

- **Environment**

  Environmental values and constraints have been taken into consideration in the preparation of the preliminary draft Woolgoolga Town Centre Masterplan and draft Woolgoolga Beach Reserve Plan of Management. If the recommendations of this report are supported by Council, further consideration will be provided to environmental values and constraints as part of detailed design work associated with a new entrance to the Holiday Park.

- **Social**

  Relocation of the entrance to the Holiday Park from Beach Street to Wharf Street will strengthen pedestrian connectivity between the beach and town centre and reduce conflict between the Holiday Park entry and the town centre, particularly at peak tourism season. Long term benefits for the Woolgoolga town centre associated with the relocation of the Holiday Park entrance include reduced traffic impacts on shared zones, removal of an intersection from Beach Street, increased parking along Beach Street, less queuing on Beach Street, improvements to pedestrian access in Beach Street and improvements to safety and efficiency for vehicles entering / existing the Holiday Park.

- **Civic Leadership**

  The proposal is consistent with Council's 2030 Plan in relation to the provision of a vibrant Woolgoolga Town Centre and consulting with the community.

- **Economic**

  Broader Economic Implications

  It is not considered reasonable to require the Holiday Park to fund access changes to provide for a better urban design outcome for the entire Woolgoolga town centre. Given that the new entry arrangements for the Holiday Park will provide for long term benefits to the town centre, the expense in the short term is adequately justified.

  Delivery Program/Operational Plan Implications

  Funds are available in the current Operational Plan to finalise the Woolgoolga Town Centre Masterplan Review project. A relocated entry to the Holiday Park and associated works in the Beach Reserve will require the allocation of appropriate funds in Council's Operational Plan. It has been estimated that these works will be in the order of $150,000 for the Wharf Street interface and $500,000 for the works in the Beach Reserve. Council as Corporate Manager of the Coffs Coast State Park Trust has already applied for grant funding to assist in the construction of the works in the Beach Reserve.

  The Wharf Street works will need to be undertaken in the immediate to short term and the Beach Reserve works will be undertaken following the decommissioning of the existing Holiday Park reception. It is anticipated that all works could be completed by end of 2017.

Risk Analysis:

Further investigation and detailed design/costings will be subject to risk assessment to ensure that any expenditure is managed to minimise risk.

Consultation:

The exhibition of the Concept Plan comprised two community engagement processes. The concept plan displaying the alternative entrance for the Woolgoolga Beach Holiday Park was placed on formal public exhibition from 9 January 2016 to 12 February 2016. Additional consultation was also undertaken with affected landholders from 16 February 2016 to 1 March 2016.

At the conclusion of the formal public exhibition period, Council received 144 submissions to the Woolgoolga Holiday Park entry proposal. In summary, a total of 84 submissions were in support of the proposal (*Note: one of the supportive submissions contained five separate submissions in support of the concept proposal bringing the total to 144*), while 60 were unsupportive. Three unsupportive submissions contained petitions regarding the loss of parking and traffic impacts in Wharf Street. The first petition contained 107 signatures. The second petition contained 147 signatures (which duplicated the first 107 and added an additional 40 signatures). The third petition (which was submitted after the closure of the exhibition period) contained 68 signatures (of which 24 are duplicated in previous submissions and/or petitions adding 44 signatures).

At the conclusion of consultation with affected landowners relating to the Woolgoolga Holiday Park entry proposal, a total of eight submissions were made to Council. Of these submissions, two were supportive of the concept proposal, five were unsupportive of the proposal and one raised issues unrelated to the concept proposal.

A full copy of the submissions are a confidential attachment to this report (Attachment 3 and 4) as they contain personal and private information that is not appropriate to be fully disclosed under the Privacy and Personal Information Protection Act.

Related Policy, Precedents and / or Statutory Requirements:

- **Related Policy**

  - Coffs Harbour Our Living City Settlement Strategy 2008;
  - Coffs Harbour Industrial Lands Strategy 2009;
  - Coffs Harbour Business Lands Strategy 2010;
  - Coffs Harbour Business Centres Hierarchy Review 2011;
  - Mid North Coast Regional Strategy;
  - Coffs Harbour Water Sensitive Urban Design Guideline and Policy;
  - Coffs Harbour Developer Contributions Plans (various); and
  - Coffs Harbour Developer Servicing Plans.

- **Statutory Planning Controls**

  The statutory instruments relevant to the draft Woolgoolga Town Centre Masterplan include the following:

  - Environmental Planning and Assessment Act 1979;
  - Environmental Planning and Assessment Regulation 2000;
  - Coffs Harbour Local Environmental Plan 2013; and
  - Coffs Harbour Development Control Plan 2015.

Implementation Date / Priority:

Should Council endorse the relocation of the entrance for the Woolgoolga Beach Holiday Park to Wharf Street, the draft Woolgoolga Town Centre Masterplan can be finalised and reported to Council for formal public exhibition in the near future. Council will also be in a position to assess the draft Woolgoolga Beach Plan of Management, incorporating Council's preferred park entrance option.

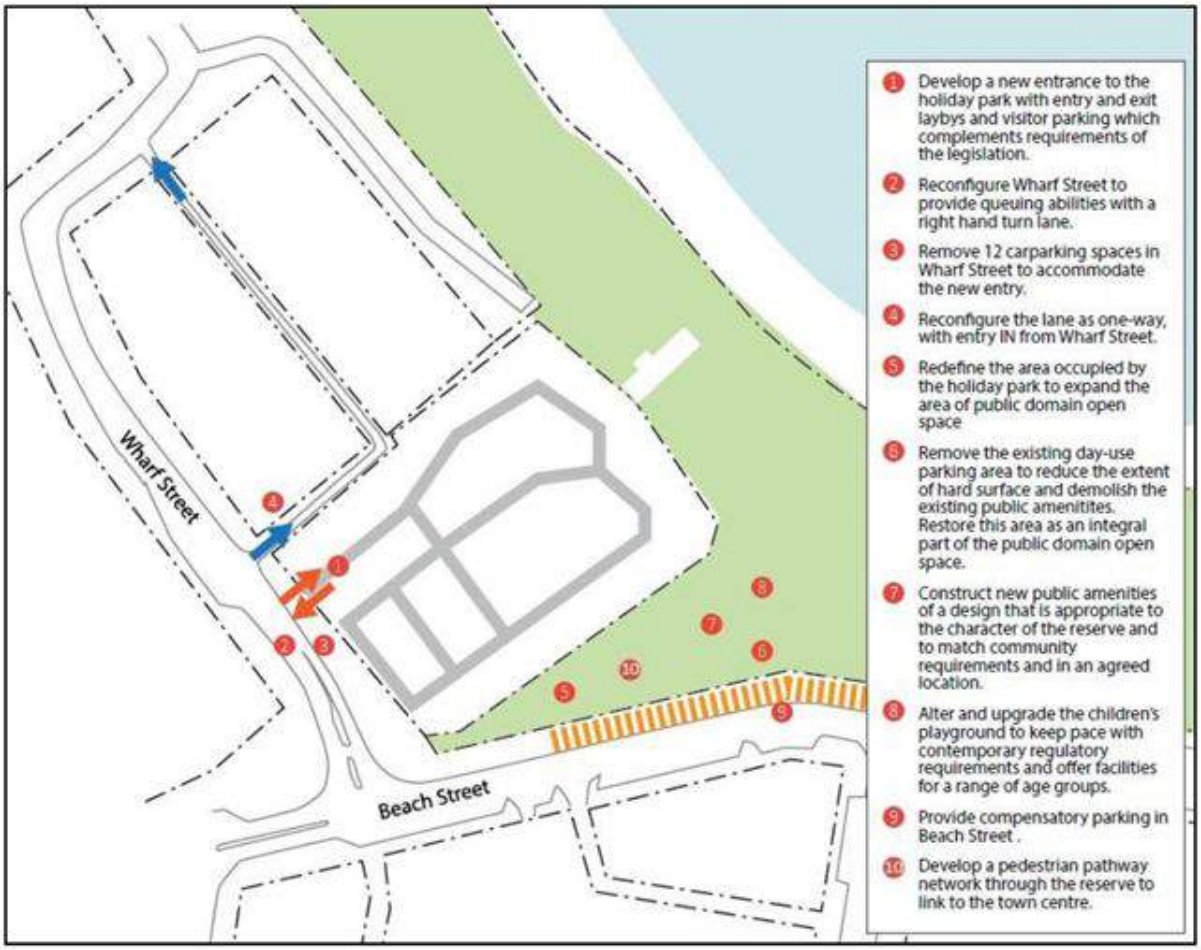
Conclusion:

Relocation of the entrance for the Woolgoolga Beach Holiday Park from Beach Street to Wharf Street, as recommended by this report and the peer review undertaken by Lat27 Pty Ltd (reported to Council on 10 December 2015) reflects the communities aspirations for the town centre and will result in a number of long term benefits, particularly in relation to strengthening pedestrian connectivity between the beach and town centre and reducing conflicts between the Holiday Park entry and town centre function as it grows.

Attachment 1

EXHIBITION CONCEPT PLAN

ALTERNATIVE ACCESS TO WOOLGOOLGA BEACH HOLIDAY PARK AND WORKS IN THE BEACH RESERVE



Attachment 2

Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
FORMAL PUBLIC CONSULTATION 9 JANUARY 2016 TO 12 FEBRUARY 2016		
1.	• The concept proposal is supported provided that the turning bay for 5 vehicles and caravans in Wharf Street is dispensed with. • Adequate space is available for the Holiday Park entrance without taking away car parking spaces in Wharf Street which support local businesses in Wharf Street. • Additional open space provided by re-locating the holiday park entrance to Wharf Street will result in valuable public open space for community and visitor use and a superb village green.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
2.	• No evidence exists to justify any change. • No justification is given for the integral connection between the Masterplan and the Plan of Management. • Lack of information is provided for funding sources. • Lack of evidence is provided for the long term befits to the Woolgoolga town Centre.	• Council engaged consultants Lat27 to undertake an independent peer review of the preliminary draft Woolgoolga Town Centre Masterplan and Draft Woolgoolga Beach Reserve Plan of Management for the southern part of Reserve 63076. A key change recommended in this peer review report includes the relocation of the entry to the Woolgoolga Holiday Park from Beach Street to Wharf Street. This recommendation is also based on community consultation undertaken for the Town Centre Masterplan Review to date. Associated long term benefits for the Woolgoolga Town Centre identified for this concept proposal are as follows: – reduced traffic impacts on shared zones; and – removal of an intersection from Beach Street; and – increased parking along Beach Street; and – less queuing on Beach Street; and – improvements to pedestrian experience along Beach Street; and – improvements to safety and efficiency for vehicles entering / existing the holiday park into lower order Streets; and – public realm benefits including improved pedestrian and visual connectivity between the beach and town centre. **Recommendation/Action:** No change to Council report recommendations.

Attachment 2

Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
3.	• Increased demand on Beach Street parking when Wharf Street Parking is no longer available. • Support retention of the existing amenities block.	• As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • Extensive community consultation undertaken to date for the Town Centre Masterplan Review has identified the need to replace the existing amenities block. This is proposed to be included in future public realm works within the Beach Reserve. **Recommendation/Action:** No change to Council report recommendations.
4.	• No justification to change the entry location. • Potential traffic impacts on narrow streets and loss of parking.	• Council engaged consultants Lat27 to undertake an independent peer review of the preliminary draft Woolgoolga Town Centre Masterplan and Draft Woolgoolga Beach Reserve Plan of Management for the southern part of Reserve 63076. A key change recommended in this peer review report includes the relocation of the entry to the Woolgoolga Holiday Park from Beach Street to Wharf Street. This recommendation is also based on community consultation undertaken for the Town Centre Masterplan Review to date. Associated long term benefits for the Woolgoolga Town Centre identified for this concept proposal are as follows: – reduced traffic impacts on shared zones; and – removal of an intersection from Beach Street; and – increased parking along Beach Street; and – less queuing on Beach Street; and – improvements to pedestrian experience along Beach Street; and – improvements to safety and efficiency for vehicles entering / existing the holiday park into lower order Streets; and

Attachment 2

Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		– public realm benefits including improved pedestrian and visual connectivity between the beach and town centre. • Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory and that replacement car parking is provided to offset the loss of car parking on Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
5.	• In principle support for the relocation of the holiday park access to Wharf Street. • Further consideration required in relation to traffic management in Wharf Street. • Proposed turning bay is excessive relative to park size and existing park patronage. • Bold welcome step to improve the urban landscape of Woolgoolga and provide for a world class village green.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
6.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
7.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay.

Attachment 2

Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		Recommendation/Action: No change to Council report recommendations.
8.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
9.	• Support the following matters: – Relocation of the Holiday Park entrance to Wharf Street to free up important green space in the foreshore reserve; – Widening of the existing lane to the north of the Holiday Park to provide bays for caravans entering the holiday park, rather than removal of parking in Wharf Street; – Reduced footprint of the Holiday Park to free up green space in the foreshore reserve; – Measures to de-clutter the foreshore reserve including relocation of the toilets and car parking area; – Extension of nose- in parking in Beach Street; – Provision of additional parking as shown in the parking plan and a review of the Contributions Plan to provide for payment of parking contributions in lieu of the provision of parking on-site; – Three storey height limit with four storeys allowed on selected corners (i.e. Wharf/Beach Streets, Nightingale/Beach Streets and Queen/Beach Streets; – New surf club site; – Foreshore promenade; and – Green space on north western corner of Wharf and Beach Streets.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street and on the lane adjoining the Holiday Park are satisfactory. • The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. • The draft Woolgoolga Town Centre Masterplan will be placed on formal public exhibition following resolution of the entrance to the Woolgoolga Holiday Park during which time submissions can be made on matters unrelated to the concept proposal for park entrance. **Recommendation/Action:** No change to Council report recommendations.
10.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town

Attachment 2

Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
11.	• Fully support the concept proposal. • Increased traffic at the Wharf Street/Beach Street intersection needs to be addressed along with the need to increase parking and upgrade the road north along Wharf Street to help resolve loss of parking. • Releasing the proposed option to relocate the entry before release the Woolgoolga Plan of Management is a disadvantage for Council as most residents would be unaware of the big picture involving the proposed green space. • Anything to slow traffic and provide for better pedestrian and cycle space is to be applauded.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street and Beach Street are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. **Recommendation/Action:** No change to Council report recommendations.
12.	• Loss of Parking in Wharf Street. • Potential loss of business in Wharf Street. • Over provision of car/caravan queuing provisions, no more than 2 are required. • Suggest adoption of a plan where there entry/exit is located at the eastern extent of the unnamed lane (off Wharf Street).	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street and Beach Street are satisfactory, including the turning bay. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the

Attachment 2

Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • As part of the peer review of the draft Woolgoolga Town Centre Masterplan Review (reported to Council on 10 December 2015) various entry options for the Holiday Park were investigated. Council staff and consultant engineers also explored options in Beach Street, Wharf Street and Hofmeier Close (including a roundabout at the intersection of Beach and Wharf Streets). The most viable option identified for the successful ongoing operation of the Holiday Park and to enhance the Woolgoolga town centre is the concept proposal for Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
13.	• Numerous issues concerning the draft Woolgoolga Beach Reserve Plan of Management. • Loss of parking spaces in Wharf Street. • Need to construct a roundabout at the intersection of Wharf and Beach Street.	• The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project, including the turning bay. • As part of the peer review of the draft Woolgoolga Town Centre Masterplan Review (reported to Council on 10 December 2015) various entry options for the Holiday Park were investigated. Council staff and consultant engineers also explored options in Beach Street, Wharf Street and Hofmeier Close (including a roundabout at the intersection of Beach and Wharf Streets). The most viable option identified for the successful ongoing operation of the Holiday Park and to

Attachment 2

Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		enhance the Woolgoolga town centre is the concept proposal for Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
14.	• Preference to retain entrance to Holiday Park off Beach Street and provide an exit off Wharf Street. • Concept proposal will result in impacts on traffic and car parking in Wharf Street. • Need to move Holiday Park administration building to provide more open space.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street and Beach Street are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
15.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
16.	• Support the proposal.	**Recommendation/Action:** No change to Council report recommendations.
17.	• No justification to change the entry location. • Potential impacts on amenity and loss of parking in Wharf Street.	• Council engaged consultants Lat27 to undertake an independent peer review of the preliminary draft Woolgoolga Town Centre Masterplan and Draft Woolgoolga Beach Reserve Plan of Management for the southern part of Reserve 63076. A key change recommended in this peer review report includes

Attachment 2

Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		the relocation of the entry to the Woolgoolga Holiday Park from Beach Street to Wharf Street. This recommendation is also based on community consultation undertaken for the Town Centre Masterplan Review to date. Associated long term benefits for the Woolgoolga Town Centre identified for this concept proposal are as follows: – reduced traffic impacts on shared zones; and – removal of an intersection from Beach Street; and – increased parking along Beach Street; and – less queuing on Beach Street; and – improvements to pedestrian experience along Beach Street; and – improvements to safety and efficiency for vehicles entering / existing the holiday park into lower order Streets; and – public realm benefits including improved pedestrian and visual connectivity between the beach and town centre. • Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory and that replacement car parking is provided to offset the loss of car parking on Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
18.	• In principle support for concept proposal subject to Council developing a traffic plan which is urban design based and achieves the following: – Retention and enhancement of the Character and scale of Wharf Street; – Improves pedestrian circulation to the beach; and – Does not create a net loss of on street parking in Wharf Street. • The two key issues which need to be resolved in the design of an new entry off Wharf Street are:	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street and Beach Street are satisfactory, including the turning bay. • As part of the Woolgoolga Town Centre Masterplan Review

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
	– Retain "Coastal Village Character & Scale" The traffic plan exhibited fails as the effective 3 lanes of traffic and loss of on street parking is contrary to this objective. However an urban design based traffic plan which considers the full length of Wharf Street, could deliver a net increase of on-street parking, accommodate turning and overcome the current random parking over driveways. The revised circulation combined with the upgrade of the lane and a widened walkway and view corridor to the beach would provide a 'Sense of Arrival' to the Park. – Connectivity to the Beach The plans as displayed do not achieve this vital connection as required on the Western side of the Holiday Park. This connection is vital for the operation of the Wharf Street Businesses and their connection to parking and activity in Hofmeier Close and the Beach Reserve.	project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
19.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
20.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
21.	• Support the relocation of the entry to the Holiday Park to Wharf Street. • Provision for up to 5 caravans/cars in the access design is excessive. • No need to remove all of the parking on Wharf Street. • Issues related to the draft Town Centre Masterplan and draft Woolgoolga Beach Reserve Plan	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
	of Management.	Street are satisfactory, including the turning bay. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. • The draft Woolgoolga Town Centre Masterplan will be placed on formal public exhibition following resolution of the entrance to the Woolgoolga Holiday Park during which time submissions can be made on matters unrelated to the concept proposal for park entrance. **Recommendation/Action:** No change to Council report recommendations.
22.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
23.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		recommendations.
24.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
25.	• Potential impacts on traffic, amenity and loss of parking	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
26.	• No justification to change the entry location. • Potential impacts on Wharf Street businesses and loss of parking.	• Council engaged consultants Lat27 to undertake an independent peer review of the preliminary draft Woolgoolga Town Centre Masterplan and Draft Woolgoolga Beach Reserve Plan of Management for the southern part of Reserve 63076. A key change recommended in this peer review report includes the relocation of the entry to the Woolgoolga Holiday Park from Beach Street to Wharf Street. This recommendation is also based on community consultation undertaken for the Town Centre Masterplan Review to date. Associated long term benefits for the Woolgoolga Town Centre

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		identified for this concept proposal are as follows: – reduced traffic impacts on shared zones; and – removal of an intersection from Beach Street; and – increased parking along Beach Street; and – less queuing on Beach Street; and – improvements to pedestrian experience along Beach Street; and – improvements to safety and efficiency for vehicles entering / existing the holiday park into lower order Streets; and – public realm benefits including improved pedestrian and visual connectivity between the beach and town centre. • Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory and that replacement car parking is provided to offset the loss of car parking on Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
27.	• Potential impacts on Wharf Street businesses by loss of parking. • Not enough parking currently.	• As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
28.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
29.	• A new entrance for the Holiday Park entry could be via Hofmeier Close rather than Wharf Street to prevent a loss of parking in Wharf Street.	• As part of the peer review of the draft Woolgoolga Town Centre Masterplan Review (reported to Council on 10 December 2015) various entry options for the Holiday Park were investigated. Council staff and consultant engineers also explored options in Beach Street, Wharf Street and Hofmeier Close. The most viable option identified for the successful ongoing operation of the Holiday Park and to enhance the Woolgoolga town centre is the concept proposal for Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
30.	• Numerous issues concerning the draft Woolgoolga Beach Plan of Management contents. • Holiday Park entry could be via Hofmeier Close rather than Wharf Street	• The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. • As part of the peer review of the draft Woolgoolga Town Centre Masterplan Review (reported to Council on 10 December 2015) various entry options for the Holiday Park were investigated. Council staff and consultant engineers also explored options in Beach Street, Wharf Street and Hofmeier Close. The most viable option identified for the successful ongoing operation of the Holiday Park and to enhance the Woolgoolga town centre is the concept proposal for Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
31.	• No justification to change the entry location. • Potential traffic impacts and loss of parking.	• Council engaged consultants Lat27 to undertake an independent peer review of the preliminary draft Woolgoolga Town Centre Masterplan and Draft Woolgoolga Beach Reserve

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		Plan of Management for the southern part of Reserve 63076. A key change recommended in this peer review report includes the relocation of the entry to the Woolgoolga Holiday Park from Beach Street to Wharf Street. This recommendation is also based on community consultation undertaken for the Town Centre Masterplan Review to date. Associated long term benefits for the Woolgoolga Town Centre identified for this concept proposal are as follows: – reduced traffic impacts on shared zones; and – removal of an intersection from Beach Street; and – increased parking along Beach Street; and – less queuing on Beach Street; and – improvements to pedestrian experience along Beach Street; and – improvements to safety and efficiency for vehicles entering / existing the holiday park into lower order Streets; and – public realm benefits including improved pedestrian and visual connectivity between the beach and town centre. • Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory and that replacement car parking is provided to offset the loss of car parking on Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
32.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay.

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		Recommendation/Action: No change to Council report recommendations.
33.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
34.	• Potential loss of parking and impact on Businesses in Wharf Street.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory and that replacement car parking is provided to offset the loss of car parking on Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
35.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
36.	• Potential loss of parking impacts. • A new entrance to the holiday park could be addressed by a roundabout at the Beach Street/Wharf Street intersection.	• As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project.

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No.	Issues Raised	Comments / Recommendations
		• As part of the peer review of the draft Woolgoolga Town Centre Masterplan Review (reported to Council on 10 December 2015) various entry options for the Holiday Park were investigated. Council staff and consultant engineers also explored options in Beach Street, Wharf Street and Hofmeier Close (including a roundabout at the intersection of Beach and Wharf Streets). The most viable option identified for the successful ongoing operation of the Holiday Park and to enhance the Woolgoolga town centre is the concept proposal for an entry off Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
37.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
38.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
39.	• The reconfiguration of the holiday park entrance is logical and appropriate. • The proposed traffic islands in Wharf Street are excessive in that the small island indicated between the proposed park entrance and the nearby lane entrance serves no purpose in servicing the park and appears to unnecessarily restrict traffic by not allowing through traffic	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external

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No.	Issues Raised	Comments / Recommendations
	to pass those intending to perform a right hand turn into the lane. • The turning lane for the holiday park entrance should extend uninterrupted to provide access to the lane as well as the holiday park.	consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
40.	• Potential impacts on Wharf Street businesses and loss of parking.	• As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
41.	• Taking parking away from business will be disastrous. • Offsetting parking adjacent to the new pub and markets will be of no use to the businesses on Wharf Street. • This concept will reduce the amount of foot traffic for businesses on Wharf Street. • This concept will be disastrous for emergency service vehicles given that the entry and exit is already congested. • Revamp what we have and save the rate payers money.	• As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory. **Recommendation/Action:** No change to Council report recommendations.
42.	• Potential impacts on local traffic by road design shown in Concept Plan.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory. **Recommendation/Action:** No change to Council report

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No.	Issues Raised	Comments / Recommendations
		recommendations.
43.	• Potential loss business in Wharf Street due to loss of parking.	• As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
44.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
45.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
46.	• In principle support of the concept proposal. • Potential impacts on traffic safety and loss of parking, particularly queuing lane. • draft Woolgoolga Town Masterplan and draft Woolgoolga Beach Reserve Plan of Management should be exhibited at the same time.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory and that replacement car parking is provided to offset the loss of car parking on Wharf Street. • The draft Woolgoolga Beach Reserve Plan of Management was

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. • The draft Woolgoolga Town Centre Masterplan will be placed on formal public exhibition following resolution of the entrance to the Woolgoolga Holiday Park during which time submissions can be made. **Recommendation/Action:** No change to Council report recommendations.
47.	• Potential impacts on traffic safety (caravan's queueing) and loss of parking.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory (including the turning bay) and that replacement car parking is provided to offset the loss of car parking on Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
48.	• No justification to change the entry location. • Impacts on cycleway. • Retain amenities block.	• Council engaged consultants Lat27 to undertake an independent peer review of the preliminary draft Woolgoolga Town Centre Masterplan and Draft Woolgoolga Beach Reserve Plan of Management for the southern part of Reserve 63076. A key change recommended in this peer review report includes the relocation of the entry to the Woolgoolga Holiday Park from Beach Street to Wharf Street. This recommendation is also based on community consultation undertaken for the Town Centre Masterplan Review to date. Associated long term benefits for the Woolgoolga Town Centre identified for this concept proposal are as follows: – reduced traffic impacts on shared zones; and – removal of an intersection from Beach Street; and

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		– increased parking along Beach Street; and – less queuing on Beach Street; and – improvements to pedestrian experience along Beach Street; and – improvements to safety and efficiency for vehicles entering / existing the holiday park into lower order Streets; and – public realm benefits including improved pedestrian and visual connectivity between the beach and town centre. • Should Council resolve to support the relocation of the entrance for the Holiday Park to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project to ensure that suitable arrangements are provided for cyclists. • Extensive community consultation undertaken to date for the Town Centre Masterplan Review has identified the need to replace the existing amenities block. This is proposed to be included in future public realm works within the Beach Reserve. **Recommendation/Action:** No change to Council report recommendations.
49.	• Support the relocation of the entrance to the Holiday Park as it will provide more public open space and enhance the needs of the local community. • More pubic open space will allow local community events. • The project may facilitate progress with the building of a new clubhouse for Woolgoolga Surf Club.	• The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. **Recommendation/Action:** No change to Council report recommendations.
50.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay.

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		Recommendation/Action: No change to Council report recommendations.
51.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
52.	• Potential impacts on local traffic volumes and safety. • Potential impacts on Wharf Street businesses.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
53.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
54.	• In principle support for the concept proposal.	• The draft Woolgoolga Beach Reserve Plan of Management was

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No.	Issues Raised	Comments / Recommendations
	• Would like continual public input on: – Treatment of Wharf Street and Lake Road. – The intersection of Beach, Nightingale and Wharf Streets. – Car parking, – Comprehensive study of traffic movement, motorized, cycle, pedestrian etc. – Layout of holiday park and possible location for peak period over-run area. – Details of proposed program for construction and financing of the works.	placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. • The draft Woolgoolga Town Centre Masterplan will be placed on formal public exhibition following resolution of the entrance to the Woolgoolga Holiday Park during which time submissions can be made. **Recommendation/Action:** No change to Council report recommendations.
55.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
56.	• No justification to change the entry location.	• Council engaged consultants Lat27 to undertake an independent peer review of the preliminary draft Woolgoolga Town Centre Masterplan and Draft Woolgoolga Beach Reserve Plan of Management for the southern part of Reserve 63076. A key change recommended in this peer review report includes the relocation of the entry to the Woolgoolga Holiday Park from Beach Street to Wharf Street. This recommendation is also based on community consultation undertaken for the Town Centre Masterplan Review to date. Associated long term benefits for the Woolgoolga Town Centre identified for this concept proposal are as follows: – reduced traffic impacts on shared zones; and – removal of an intersection from Beach Street; and – increased parking along Beach Street; and – less queuing on Beach Street; and

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No.	Issues Raised	Comments / Recommendations
		– improvements to pedestrian experience along Beach Street; and – improvements to safety and efficiency for vehicles entering / existing the holiday park into lower order Streets; and – public realm benefits including improved pedestrian and visual connectivity between the beach and town centre. **Recommendation/Action:** No change to Council report recommendations.
57.	• No justification to change the entry location.	• Council engaged consultants Lat27 to undertake an independent peer review of the preliminary draft Woolgoolga Town Centre Masterplan and Draft Woolgoolga Beach Reserve Plan of Management for the southern part of Reserve 63076. A key change recommended in this peer review report includes the relocation of the entry to the Woolgoolga Holiday Park from Beach Street to Wharf Street. This recommendation is also based on community consultation undertaken for the Town Centre Masterplan Review to date. Associated long term benefits for the Woolgoolga Town Centre identified for this concept proposal are as follows: – reduced traffic impacts on shared zones; and – removal of an intersection from Beach Street; and – increased parking along Beach Street; and – less queuing on Beach Street; and – improvements to pedestrian experience along Beach Street; and – improvements to safety and efficiency for vehicles entering / existing the holiday park into lower order Streets; and – public realm benefits including improved pedestrian and visual connectivity between the beach and town centre. **Recommendation/Action:** No change to Council report recommendations.
58.	• Support relocation of Holiday Park entrance.	• Should Council resolve to support the relocation of the Holiday

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No.	Issues Raised	Comments / Recommendations
	• Potential impacts on traffic safety and loss of parking	Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
59.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council Report recommendation.
60.	• Keep the existing entry location for the Holiday Park. • Potential loss of parking in Wharf Street associated with the concept proposal.	• Council engaged consultants Lat27 to undertake an independent peer review of the preliminary draft Woolgoolga Town Centre Masterplan and Draft Woolgoolga Beach Reserve Plan of Management for the southern part of Reserve 63076. A key change recommended in this peer review report includes the relocation of the entry to the Woolgoolga Holiday Park from Beach Street to Wharf Street. This recommendation is also based on community consultation undertaken for the Town Centre Masterplan Review to date. Associated long term benefits for the Woolgoolga Town Centre identified for this concept proposal are as follows: – reduced traffic impacts on shared zones; and

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		– removal of an intersection from Beach Street; and – increased parking along Beach Street; and – less queuing on Beach Street; and – improvements to pedestrian experience along Beach Street; and – improvements to safety and efficiency for vehicles entering / existing the holiday park into lower order Streets; and – public realm benefits including improved pedestrian and visual connectivity between the beach and town centre. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
61.	• Strong support for the concept proposal. • Very exciting to see the change happening.	**Recommendation/Action:** No change to Council report recommendations.
62.	• Ample consideration has been given to increasing parking on Beach Street which will no doubt eliminate any concerns in this area. • Move the entrance, solve the disconnect between the beach and the town centre and create a pleasant space which everyone can enjoy.	**Recommendation/Action:** No change to Council report recommendations.
63.	• Support the proposal, particularly a reduction in the size of the Holiday Park and the relocation of the holiday park entrance to Wharf Street.	**Recommendation/Action:** No change to Council report recommendations.
64.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		recommendations.
65.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
66.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
67.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
68.	• Potential loss business in Wharf Street due to a loss of parking. • Issues relating to Woolgoolga Beach Reserve Plan of Management.	• As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. **Recommendation/Action:** No change to Council report recommendations.
69.	• Support the concept proposal. • Delighted to see the reduction in scale and footprint of the Holiday Park which is in the middle of beautiful open space between the village and the beach. • No traffic should cross the green, so people can sit and picnic without the intrusion of vehicles. • Would like to see the entrance and exit and traffic removed from the grassy green and let everyone enjoy it in a more natural state. Caravans at one end, surf club eventually at the other, and return the open space to the public. • Keep the concrete and bitumen in the areas that are already lost to houses and shops.	**Recommendation/Action:** No change to Council report recommendations.
70.	• Support the concept proposal as it promotes and explains the bigger picture. • The need for a turning bay to accommodate 5 caravans is excessive based on park size and visitor numbers. • The plan will be more economical and solves the issues such as loss of parking and loss of business. • The proposed entrance lane adequately caters for caravan queuing.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street (including queuing bays) are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
71.	• In principle support for the concept proposal. • A value cannot be placed on open space or the role of a village green, allowing locals and visitors alike to enjoy the natural beachside environment, uninterrupted by crossing traffic and unnecessary buildings. • In Woolgoolga a larger beach front village green will allow local events to grow. • Further consideration to traffic management and parking in Wharf Street is required (hence a road design that's more sympathetic to the character of village). • Proposed turning bay is excessive relative to park size and existing park patronage. • The narrowing of roads, widening of footpaths and slowing traffic makes the urban landscape more contusive to safer and better interactions between motorists, pedestrians and cyclists.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street (including queuing bays) are satisfactory. • **Recommendation/Action:** No change to Council report recommendations.

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
	• The benefits of an expansive Village Green are supported.	
72.	• Potential impacts on local traffic volumes and safety. • Potential impacts on Wharf St businesses. • Issues relating to Woolgoolga Beach Reserve Plan of Management.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. **Recommendation/Action:** No change to Council report recommendations.
73.	• Support the following traffic changes: – Reconfiguration of car parking on north side of Beach St from parallel to angle parking. – Reconfiguration of car parking in front of Bluebottles on Wharf Street from parallel to angle parking. This will move Wharf St eastwards so as not to impinge on footpath space for outdoor dining. If necessary, the footpath on the eastern side of Wharf St could be moved to the eastern side of the Buoys. – Intersection of Beach and Wharf Streets to become a roundabout to accommodate large caravans. – Turn around on Wharf St at north end of Sunshine Square to remain and possibly become a proper roundabout as well. This is necessary for patrons of the Sunshine Square car park exiting left onto Wharf St to u turn for Beach St access, or they would have to turn right across traffic and caravan queuing lane.	• As part of the peer review of the draft Woolgoolga Town Centre Masterplan Review (reported to Council on 10 December 2015) various entry options for the Holiday Park were investigated. Council staff and consultant engineers also explored options in Beach Street, Wharf Street and Hofmeier Close (including a roundabout at the intersection of Beach and Wharf Streets). The most viable option identified for the successful ongoing operation of the Holiday Park and to enhance the Woolgoolga town centre is the concept proposal for an entry off Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
74.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
75.	• Potential impacts on local traffic volumes and safety. • Potential impacts on Wharf Street businesses.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
76.	• Potential impacts on local traffic volumes and safety. • Potential impacts on private amenity (adjacent resident in Wharf Street). • Potential impacts on Wharf Street businesses.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		recommendations.
77.	• No consideration for the needs of cyclists.	• Should Council resolve to support the relocation of the entrance for the Holiday Park to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project to ensure that suitable arrangements are provided for cyclists. **Recommendation/Action:** No change to Council report recommendations.
78.	• The selection of the Wharf Street option over the other two options is a great improvement in the overall plan however this recommendation appears to have been made without consideration of other alternatives such as Hofmeier Close and the unnamed lane between Hofmeier and Wharf Streets. • The lane should be made one way north to south. • The entrance to the Holiday Park should proceed from Beach Street, left into Wharf, right into Pacific, right into Lane and directly into Park. • The exit from the Park should be left into the Lane, left into Wharf and right into Beach. • Advantages and disadvantages of this option identified.	• As part of the peer review of the draft Woolgoolga Town Centre Masterplan Review (reported to Council on 10 December 2015) various entry options for the Holiday Park were investigated. Council staff and consultant engineers also explored options in Beach Street, Wharf Street and Hofmeier Close (including a roundabout at the intersection of Beach and Wharf Streets). The most viable option identified for the successful ongoing operation of the Holiday Park and to enhance the Woolgoolga town centre is the concept proposal for an entry off Wharf Street. • **Recommendation/Action:** No change to Council report recommendations.
79.	• If the tavern was not approved these works and large amounts of funding may not be required. • Council funding has not been allocated to works at community based buildings and/or events in Woolgoolga. • It looks like a good short term solution.	• Council engaged consultants Lat27 to undertake an independent peer review of the preliminary draft Woolgoolga Town Centre Masterplan and Draft Woolgoolga Beach Reserve Plan of Management for the southern part of Reserve 63076. A key change recommended in this peer review report includes the relocation of the entry to the Woolgoolga Holiday Park from Beach Street to Wharf Street. This recommendation is also based on community consultation undertaken for the Town Centre Masterplan Review to date. Associated long term benefits for the Woolgoolga Town Centre identified for this concept proposal are as follows: – reduced traffic impacts on shared zones; and

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		– removal of an intersection from Beach Street; and – increased parking along Beach Street; and – less queuing on Beach Street; and – improvements to pedestrian experience along Beach Street; and – improvements to safety and efficiency for vehicles entering / existing the holiday park into lower order Streets; and – public realm benefits including improved pedestrian and visual connectivity between the beach and town centre. **Recommendation/Action:** No change to Council report recommendations.
80.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
81.	• Concept proposal looks reasonable. • The new surf club building should take priority over any changes/improvements to the Holiday Park. • The bike track between Arrawarra and Coffs Harbour should also be fixed as a priority.	• The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. • Improvement to the cycleway between Arrawarra and Coffs Harbour are outside the scope of this project. **Recommendation/Action:** No change to Council report recommendations.
82.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
83.	• Issues raised in relation to Woolgoolga Beach Reserve Plan of Management. • 25 space car park proposal on the Beach Reserve adjacent to Beach Street.	• The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. • As part of the Woolgoolga Town Centre Masterplan Review project further investigation is being undertaken to identify additional parking within the town centre. **Recommendation/Action:** No change to Council report recommendations.
84.	• The concept proposal is strongly supported on the basis of the following: - Maximising open space; - Removal of the existing Holiday Park residence and administration building; - New public amenities; - Upgrading the playground; - New pathways connecting the beach and town centre; and - Additional parking along Beach Street • Issues relating to Woolgoolga Beach Reserve Plan of Management.	• As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. **Recommendation/Action:** No change to Council report recommendations.
85.	• Holiday Park entrance should be either left as it is or the entry should be relocated to Hofmeier Close rather than Wharf Street. • Potential impacts on local traffic volumes and safety. • Potential parking impacts on Wharf Street Businesses.	• As part of the peer review of the draft Woolgoolga Town Centre Masterplan Review (reported to Council on 10 December 2015) various entry options for the Holiday Park were investigated. Council staff and consultant engineers also explored options in Beach Street, Wharf Street and Hofmeier Close (including a roundabout at the intersection of Beach and

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No.	Issues Raised	Comments / Recommendations
		Wharf Streets). The most viable option identified for the successful ongoing operation of the Holiday Park and to enhance the Woolgoolga town centre is the concept proposal for an entry off Wharf Street. • Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
86.	• Potential parking impacts on Wharf Street businesses. • Council should have other spending priorities (e.g. footpaths, road maintenance etc.).	• As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • A long term plan for Woolgoolga is required to guide future growth and development, particularly now that the town has been bypassed by the Pacific Highway. **Recommendation/Action:** No change to Council report recommendations.
87.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
88.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
89.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
90.	• Petition 107 signatures. • Potential impacts on traffic/pedestrian safety and loss of parking.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic and pedestrian arrangements on Wharf Street are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
91.	• Potential parking impacts on Wharf Street businesses (147 signatories).	• As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
92.	• The over designed road widening and turning bay has the potential to create negative impacts and needs to be designed to retain the unspoilt and unhurried beachside character. • In principle support for a well-designed entry / exit that eliminates the existing access arrangements and is based on: – the utilisation of modern urban design techniques; – traffic movement issues; – a more sympathetic road design that is in keeping with the character and atmosphere of Woolgoolga; – creation of increased car parking spaces in close proximity; – safe pedestrian access facilities; and – -cycleway networks linking the holiday park and business precinct with the beach front.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • Should Council resolve to support the relocation of the entrance for the Holiday Park to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project to ensure that suitable arrangements are provided for cyclists. **Recommendation/Action:** No change to Council report recommendations.
93.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		recommendations.
94.	• The overall concepts throughout the Plan of Management and Town Centre Master Plan are to be commended. • Support the relocation of the Holiday Park entrance to Wharf Street however the traffic design requires more consideration. • A detailed design should be presented for public exhibition in context of the draft Woolgoolga Beach Reserve Plan of Management and implemented in the very near future. • The impact on traffic movement in Wharf Street should be more sympathetic to traffic flow and parking. • The Wharf Street proposal does not meet Local Government regulation for holiday parks. • The final design should reflect the character of Woolgoolga as a coastal village must be integral to the vision of the Plan of Management and Town centre Masterplan. • Issues to be resolved with Wharf Street entrance focus on traffic and parking. Traffic issues in Wharf Street are far greater than planning consultants have realised. • The increased traffic flow as a result of improvements to Lakeside Holiday Park and general population and visitor increase to Woolgoolga already create congestion and pose possible safety risks in Wharf Street. • Loss of parking in Wharf Street could be addressed with increased formalised parking further along Wharf Street towards the lake. This, with the addition of nose to curb parking in Beach Street would relieve community anxiety around loss of parking. • A planning solution should provide for the retention of the existing town centre character, on street parking numbers and improved pedestrian links between Wharf Street and Woolgoolga Main Beach. • The framework for change is positive for Woolgoolga. The provision of increased, active and open green space along the beachfront providing use for multiusers is something to strive for.	• The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. • Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
95.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		recommendations.
96.	• Potential impacts on traffic, amenity and loss of parking. • An entry option between the existing and proposed entry (in Beach Street) should be considered.	• As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • As part of the peer review of the draft Woolgoolga Town Centre Masterplan Review (reported to Council on 10 December 2015) various entry options for the Holiday Park were investigated. Council staff and consultant engineers also explored options in Beach Street, Wharf Street and Hofmeier Close (including a roundabout at the intersection of Beach and Wharf Streets). The most viable option identified for the successful ongoing operation of the Holiday Park and to enhance the Woolgoolga town centre is the concept proposal for an entry off Wharf Street. • Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory. **Recommendation/Action:** No change to Council report recommendations.
97.	• Potential impacts on traffic movements, road design, amenity and loss of parking.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
98.	• Relocating the holiday park entrance supported. • Replacing the existing entrance with two entrances is even better. • Removing 12 parking spaces opposite Bluebottles Cafe is an issue. • The road alignment should be moved a few metres back into the holiday park to maintain the parking spaces in Wharf Street	• As part of the peer review of the draft Woolgoolga Town Centre Masterplan Review (reported to Council on 10 December 2015) various entry options for the Holiday Park were investigated. Council staff and consultant engineers also explored options in Beach Street, Wharf Street and Hofmeier Close (including a roundabout at the intersection of Beach and Wharf Streets). The most viable option identified for the successful ongoing operation of the Holiday Park and to enhance the Woolgoolga town centre is the concept proposal for an entry off Wharf Street. • Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • **Recommendation/Action:** No change to Council report recommendations.
99.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf

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No.	Issues Raised	Comments / Recommendations
		Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
100.	• Potential impacts on traffic, amenity and loss of parking.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
101.	• Support the concept of making the lane one way. • Move some sites in the Holiday Park to reduce impacts on parking. • Potential impacts on Wharf Street traffic from increased caravan traffic	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory. **Recommendation/Action:** No change to Council report recommendations.
102.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report

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No.	Issues Raised	Comments / Recommendations
		recommendations.
103.	• Six (6) Submissions in support raising issues similar to those in Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
104.	• Suggestion for a new car park in Market Street. • Proposed change to Wharf Street is not supported. • Spending priorities should be elsewhere.	• As part of the Woolgoolga Town Centre Masterplan Review project further investigation is being undertaken to identify additional parking within the town centre. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • A long term plan for Woolgoolga is required to guide future growth and development, particularly now that the town has been bypassed by the Pacific Highway. **Recommendation/Action:** No change to Council report recommendations.
105.	• Potential impacts on traffic, amenity and loss of parking.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
106.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council Report recommendation.
107.	• In principle support to relocation of the entrance to the Holiday Park, but not the loss of parking and excessive turning bay. • Redevelopment of the foreshores is unnecessary.	• As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. • A long term plan for Woolgoolga is required to guide future growth and development, particularly now that the town has been bypassed by the Pacific Highway. **Recommendation/Action:** No change to Council report recommendations.
108.	• The proposed Holiday Park entrance is within the Coastal Hazard area. • Do not support the findings of the peer review regarding traffic and financial estimates. • Concern for potential impacts of parking loss.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory in relation to coastal hazard, safety and financial implications. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
109.	• Focus should be redirected to the area near Queen/Beach Street intersection. • Loss of parking and traffic impacts.	• As part of the peer review of the draft Woolgoolga Town Centre Masterplan Review (reported to Council on 10 December 2015) various entry options for the Holiday Park were investigated. Council staff and consultant engineers also explored options in Beach Street, Wharf Street and Hofmeier Close (including a roundabout at the intersection of Beach and Wharf Streets). The most viable option identified for the successful ongoing operation of the Holiday Park and to enhance the Woolgoolga town centre is the concept proposal for an entry off Wharf Street. • Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory and that replacement car parking is provided to offset the loss of car parking on Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
110.	• Potential impacts on traffic, amenity and loss of parking.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		consultancy) to ensure that traffic arrangements are satisfactory and that replacement car parking is provided to offset the loss of car parking on Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
111.	• Concern for cycleway and pedestrians who use existing northern lane.	• Should Council resolve to support the relocation of the entrance for the Holiday Park to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project to ensure that suitable arrangements are provided for cyclists and pedestrians utilising the lane to the north of the Holiday Park. **Recommendation/Action:** No change to Council report recommendations.
112.	• Suggest a parking plan be prepared first.	• As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project in conjunction with a detailed investigation of parking in the Woolgoolga CBD. **Recommendation/Action:** No change to Council report recommendations.
113.	• Potential impacts on traffic, amenity and loss of parking.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements are satisfactory and that replacement car parking is provided to offset the loss of car parking on Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
114.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
115.	• Impacts on parking from the development of the Tavern on Beach Street should be addressed as part of this project.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory taking into consideration existing parking issues. **Recommendation/Action:** No change to Council report recommendations.
116.	• Support a local concept proposal for the Holiday Park entrance displayed at Bluebottles Cafe. • The use of the lane behind the Holiday Park would benefit all concerned and retain parking in the area.	• As part of the peer review of the draft Woolgoolga Town Centre Masterplan Review (reported to Council on 10 December 2015) various entry options for the Holiday Park were investigated. Council staff and consultant engineers also explored options in Beach Street, Wharf Street and Hofmeier Close (including a roundabout at the intersection of Beach and Wharf Streets). The most viable option identified for the successful ongoing operation of the Holiday Park and to enhance the Woolgoolga town centre is the concept proposal for an entry off Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
117.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
118.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
119.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
120.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
121.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
122.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory. **Recommendation/Action:** No change to Council report recommendations, including the turning bay.
123.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
124.	• The two projects need more work.	• The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. • The draft Woolgoolga Town Centre Masterplan will be placed on formal public exhibition following resolution of the entrance to the Woolgoolga Holiday Park during which time submissions can be made on matters unrelated to the concept proposal for park entrance. **Recommendation/Action:** No change to Council report recommendations.
125.	• In principle support.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
	• Concern for general amenity issues in Wharf Street. • Traffic congestion, increased traffic volumes.	work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
126.	• The concept proposal will: - Reduce parking; - Cause traffic congestion and pedestrian conflict/risk; - Over cater for caravans queuing in Wharf Street; and - Impact on the traffic situation in Hofmeier Close. • Issues in relation to the draft Woolgoolga Beach Reserve Plan of Management.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. **Recommendation/Action:** No change to Council report recommendations.
127.	• Potential impacts on traffic, amenity and loss of parking. • The Holiday Park should be moved to the swimming pool site.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. **Recommendation/Action:** No change to Council report recommendations.
128.	• Issues related to the draft Woolgoolga Beach Reserve Plan of Management.	• The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. **Recommendation/Action**: No change to Council report recommendations.
129.	• Council should make a decision based on good planning and not interest groups. • The Plan should benefit the whole community (i.e. people, groups, business and environment) • The Surf club should be moved to the VRO site to make the village green a complete vista that complements the natural geography of Woolgoolga.	• The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. **Recommendation/Action**: No change to Council report recommendations.
130.	• Refer Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
131.	• The concept proposal will result in:	• Should Council resolve to support the relocation of the Holiday

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
	- an increase in traffic volumes and the type of vehicles in Wharf Street; - a risk of traffic jams/congestion in Beach Street; - compromised pedestrian Safety; - no capacity for U-turns which already occur illegally; - no consideration for any loading zones/drop-off points to Wharf Street businesses; and - general design issues with the configuration of Wharf Street • Maintain current Holiday Park entry.	Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory. **Recommendation/Action:** No change to Council report recommendations.
132.	• Potential impacts on traffic congestion in Wharf Street. • Alternative parking option near existing swimming pool.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • As part of the Woolgoolga Town Centre Masterplan Review project further investigation is being undertaken to identify additional parking within the town centre. • The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. **Recommendation/Action:** No change to Council report recommendations.
133.	• Potential impacts on traffic, amenity, local residents and loss of parking for businesses in Wharf Street.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
	• Various issues in relation to the Woolgoolga Beach Reserve Plan of Management.	Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. • The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. **Recommendation/Action:** No change to Council report recommendations.
134.	• Refer to Submission No. 5	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. **Recommendation/Action:** No change to Council report recommendations.
135.	• In principal support for the concept proposal. • A number of matters require further consideration prior to the commencement of works: – Further improvement of Wharf Street including the intersection and down past the designated new Holiday Park entrance; – Relocation of car parking or replacement car parking within the town centre precinct; – Updated Plan of Management incorporating the newly created space where the existing entrance and office amenities are currently located; and – A basic time line as to when these works are likely to be committed.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory. • As part of the Woolgoolga Town Centre Masterplan Review project further investigation is being undertaken to identify additional parking within the town centre. • The draft Woolgoolga Town Centre Masterplan will be placed

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		on formal public exhibition following resolution of the entrance to the Woolgoolga Holiday Park during which time submissions can be made on matters unrelated to the concept proposal for park entrance. **Recommendation/Action:** No change to Council report recommendations.
136.	• Potential impacts on loss of amenity (noise, fumes etc.) and loss of parking for businesses in Wharf Street.	• As part of the Woolgoolga Town Centre Masterplan Review project it has been determined that Beach Street and Wharf Street have the capacity for additional car parking to offset the loss of car parking associated with the relocation of the Holiday Park entrance. If endorsed by Council, this issue will be further investigated at the detailed design stage of this project. **Recommendation/Action:** No change to Council report recommendations.
137.	• Support the concept proposal but not as large as suggested in the present plan. • Have not seen more than two vehicles and vans checking in together since moving here in 1978. • Need to move forward as quickly as possible to build a new Surf Club.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay. • The draft Woolgoolga Beach Reserve Plan of Management was placed on formal public exhibition in June 2014. Feedback obtained from submissions made during the exhibition period is to be reported to a future meeting of Council following resolution of the entrance for the park. **Recommendation/Action:** No change to Council report recommendations.
138.	• In principle support for the relocation of the Holiday Park entrance to Wharf Street. • Further consideration required in relation to traffic management in Wharf Street. • Proposed turning bay is excessive relative to Park size and existing park patronage. • Bold welcome step to improve the urban landscape of Woolgoolga and provide for a world class village green.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory, including the turning bay.

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
		Recommendation/Action: No change to Council report recommendations.
139.	• Petition (68 Signatures) raising issues in relation to traffic and parking impacts	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street, Pacific Street, Beach Street and within the laneway are satisfactory for vehicles and service vehicles. • Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that replacement car parking is provided to offset the loss of car parking on Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
Total 144 (includes five submissions contained within submission number 103)		
CONSULTATION WITH AFFECTED LANDOWNERS 16 FEBRUARY 2016 TO 1 MARCH 2016		
1.	• This submission contains a copy of Council's letter seeking feedback on the concept proposal with the word 'NO' written on it.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street are satisfactory. **Recommendation/Action:** No change to Council report recommendations.
2.	• The main issue is inadequate stormwater drainage in the laneway. • Curb and gutter should be provided for the entire length of the laneway. • Any works to be carried out in the vicinity of the laneway should comprise resurfacing of the laneway and stormwater drainage lines to address excess surface water impacting on adjoining residences.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
	• The proposal to make the laneway one way will exacerbate existing dangerous traffic arrangements for the laneway and will be a waste of time as traffic already currents utilises the laneway for u turns. • A formed island with an opening to the laneway is the only solution.	Street and within the laneway are satisfactory. • Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street the need for stormwater drainage and resurfacing of the laneway would be investigated as part of any further investigation and design work **Recommendation/Action:** No change to Council report recommendations.
3.	• Serious water drainage issues exist in the laneway adjoining the holiday park. • Incomplete 'dish' drains in the laneway regularly fail and result in damage to adjoining residences. • Development on adjoining land has exacerbated this issue. • Council has failed to rectify this issue. • Any change or upgrade to the laneway should address drainage issues for the benefit of residents, diver safety and cyclists.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street and within the laneway are satisfactory. • Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street the need for stormwater drainage and resurfacing of the laneway would be investigated as part of any further investigation and design work **Recommendation/Action:** No change to Council Report recommendation.
4.	• Full support is given to the concept proposal to install one way restrictions to the un-named lane (from south to north). • If the laneway was restricted to traffic in north to south direction the safety of both drivers and pedestrians would be jeopardised. • The proposal would improve safety for pedestrians, bicycles and residents alike. • The proposal would also reduce the use of the lane for sightseeing and as a roundabout. • Council is commended on the initiative to address the direction of traffic in the laneway. • A safe laneway is required for pedestrians / cyclists accessing the town centre from Sunset Lake, Lakeside Holiday Park, Safety Beach and villages to the north. • The concept of the Woolgoolga CBD Masterplan is a wonderful enhancement of the town therefore full support is given to its implementation.	**Recommendation/Action:** No change to Council report recommendations.
5.	• There have never been any accidents or problems in the laneway since 1974. • Cyclists negotiate the laneway sufficiently in its current condition.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
	• Changing the laneway will impact on waste service vehicles which travel north to south due to the sharp corner. • Exiting from the laneway into Pacific Street is dangerous due to the blind corner in Wharf Street. • Impacts would result on residences in Hofmeier Close in relation to privacy, security and land values.	work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street and within the laneway are satisfactory for vehicles and service vehicles. **Recommendation/Action:** No change to Council report recommendations.
6.	• Strongly object to changing the laneway to one way as it will result in dangerous traffic conditions. • Council has been notified on numerous occasions of the blind corner at the intersection of Wharf Street and Pacific Street. • Local residents utilise the laneway from north to south due to the dangerous intersection of Wharf Street and Pacific Street. • The proposal to change the entrance to the holiday park is bitterly opposed by local residents.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street, Pacific Street and within the laneway are satisfactory for vehicles and service vehicles. **Recommendation/Action:** No change to Council report recommendations.
7.	• Support the concept to restrict the lane to one way from south to north. • The traffic speed for the lane should be reduced to improve safety. • The use of the lane should be restricted to residents only to make it safer for pedestrians and cyclists. • Signage should be installed notifying vehicles and caravans that a u turn is available at the lake further down Wharf Street. • Improve signage should be provide to distinguish the Woolgoolga Holiday Park from the Lakeside Holiday park to improve safety and reduce traffic into the Holiday Park.	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street, Pacific Street and within the laneway are satisfactory for vehicles and service vehicles. **Recommendation/Action:** No change to Council report recommendations.
8.	• The concept was rejected by the Northern Beaches Community Association. • Traffic associated with new development has not altered the traffic flow within the lane. • The laneway is our access to our property which we frequently utilise to exit with a caravan. This is not possible if the lane has a one way restriction without the removal of screening and landscaping. • The concept proposal will impact on the privacy, security, functionality of our backyard and property values. • All traffic into Wharf Street must exit into Beach Street therefore a one way laneway will be	• Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that traffic arrangements on Wharf Street, Pacific Street, Beach Street and within the laneway are satisfactory for vehicles and service vehicles. • Should Council resolve to support the relocation of the Holiday

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Submissions to the Concept Proposal to Relocate the Entrance to Woolgoolga Beach Holiday Park

No.	Issues Raised	Comments / Recommendations
	used for u turns. • Left hand turns from the northern end of the laneway into Pacific Street are dangerous therefore improvements would be required at this intersection. • The lane currently works well and could be made safer if a 'local only use except bicycles sign' was installed and if the laneway is maintained. • Relocation of the holiday park entrance would detrimentally impact on Businesses in Wharf Street by reducing car parking, restricting exit efficiency from the Sunshine Centre car park, increasing traffic and by creating an undesirable environment for diners and pedestrians.	Park entry to Wharf Street the need for laneway/intersection improvements would be investigated as part of any further investigation and design work. • Should Council resolve to support the relocation of the Holiday Park entry to Wharf Street, further investigation and design work will be undertaken as part of the Woolgoolga Town Centre Review project (either in-house or via external consultancy) to ensure that replacement car parking is provided to offset the loss of car parking on Wharf Street. **Recommendation/Action:** No change to Council report recommendations.
Total 8		

REPORT TO ORDINARY COUNCIL MEETING

DRAFT COMPLIANCE AND ENFORCEMENT POLICY

REPORTING OFFICER:	Section Leader Compliance and Regulatory Enforcement
DIRECTOR:	Acting Director Sustainable Communities
COFFS HARBOUR 2030:	LE 3.1 Manage land use to conserve the region's unique environmental and biodiversity values LE 3.2 Enhance protection of our catchments, waterways and marine areas LE 4.2 Implement programs which aim to make the Coffs Harbour Local Government Area pollution free
ATTACHMENTS:	ATT1 Draft Compliance and Enforcement Policy ATT2 Compliance Response Framework

Recommendation:

That Council:

1. **Approve the public exhibition of the *Draft Compliance and Enforcement Policy* for a 42 day period.**
2. **Receive a report back on the *Draft Compliance and Enforcement Policy* following public exhibition.**

EXECUTIVE SUMMARY

Council originally adopted an Enforcement Policy in 2009 which was based on the NSW Ombudsman's Model Enforcement Policy. The Ombudsman has recently released an updated Model Compliance and Enforcement Policy, for use as a template by Councils to review and update their existing Policy.

The draft policy prepared for Council's consideration provides information for all internal and external stakeholders and interested parties, about Council's position on compliance and enforcement matters in the local government area. The draft policy in combination with Council's adopted Compliance Response Framework, will provide structure for consistency and transparency in decision making, and facilitate a proportionate approach to compliance and enforcement. It is also intended to assist Council staff to act promptly, effectively and consistently in response to allegations of unlawful activity.

REPORT

Description of Item:

This report seeks Council endorsement to modify and update Council's existing Enforcement Policy, through the adoption of a new Compliance and Enforcement Policy. The updated policy has been based on the NSW Ombudsman's recently released Model Compliance and Enforcement Policy.

In recognition of the regulatory role of all Council's, the NSW Ombudsman published the "Enforcement Guidelines for Council's" in 2002 which included a Model Enforcement Policy. The model policy was used by Council as the basis for its Enforcement Policy, which was first adopted in 2009.

Compliance and enforcement activities have continued to evolve since the Ombudsman first released its initial model policy. The Ombudsman has recently released the Compliance and Enforcement Model Policy 2015, which is an update to its 2002 model and has attempted to bring together all aspects of compliance and enforcement. The Ombudsman has advised that the latest model policy is intended for use by councils as a foundation template for the development of policy.

A council is created under legislation (the Local Government Act 1993) and has powers of regulation by that Act. A council does not have the status, privileges and immunities of the Crown, but rather has powers prescribed by NSW legislation. Many of councils' regulatory functions are derived from the Local Government Act. Other Acts relevant to councils' regulatory powers are referenced in this policy. As a body created by legislation, a council cannot change the law and has a duty to uphold the law as created by the NSW Parliament. This policy sets out the procedures and principles which are adopted by the council in undertaking its duty.

The draft policy provides information for all internal and external stakeholders and interested parties about Council's position on compliance and enforcement matters in the local government area. It is designed to provide structure for consistency and transparency in decision making, and to facilitate a proportionate approach to compliance and enforcement. It is also intended to assist Council staff to act promptly, effectively and consistently in response to allegations of unlawful activity. The policy outlines matters to be considered at the various stages of the enforcement process, from the receipt and investigation of reports alleging unlawful activity, through to the various enforcement options available to council.

In certain circumstances, Council will have shared enforcement responsibilities with other regulatory authorities. This policy sets out a collaborative and cooperative approach to such matters. Advice and guidance is also provided on the role of Council in building and construction compliance matters where there is a private certifier, and the role of Councilors in enforcement.

Council staff responsibilities are not limited by this policy in their use of discretion and exercise of official functions. The full circumstances and facts of each case need to be considered and a decision made on the merits.

Issues:

The use of the Ombudsman's Model Compliance and Enforcement Policy as a foundation template for the revision and update of Council's existing Enforcement Policy will ensure that Council maintains best practice within this area of its responsibilities.

Compliance Response Framework

Council's adopted Compliance Response Framework (CRF) has been referenced within the revised draft Compliance and Enforcement Policy. The CRF assists in providing the Policy with clarity and context in respect to a wide range of matters for which Council assistance is often sought. The CRF provides the community with information about Council's compliance and enforcement approach, the level of involvement and response timeframes where applicable.

The implementation of the CRF has proved to be effective since its adoption in July 2015, in providing clarity around Council's approach toward a wide range of compliance and enforcement related matters. The CRF will continue to be monitored and updated when required. Several minor changes / improvements that have been identified include:

- Reconsideration of the grouped descriptions to better fit within Council's Request Management software system;
- Changing the Response Action toward *Holiday letting without consent or where prohibited* from No Action to Medium (response within 7 working days);
- Incorporating provisions relating to retaining wall issues that potentially impact public safety and/or neighbouring infrastructure.

Options:

It is considered that the following options are available for Council's consideration:

1. Adopt the recommendation provided to Council noting that there will be a further opportunity for community comment, prior to making a final decision to implement the policy;
2. Request the draft Compliance and Enforcement Policy be modified as considered appropriate;
3. Reject the draft policy and retain the current status quo.

Sustainability Assessment:

- **Environment**

  The revision and adoption of the Compliance and Enforcement Policy will have no detrimental impact on the environment.

- **Social**

  The draft policy will assist Council staff in undertaking compliance and enforcement related duties within a transparent framework, ensuring the provision of social equity and justice.

- **Civic Leadership**

  Council has a duty under the Local Government Act Charter of guiding principles to ensure that it acts consistently and without bias in the exercise of its regulatory functions. The Compliance and Enforcement Policy is designed to assist Council in undertaking regulatory functions in a consistent and unbiased manner.

- **Economic**

  Broader Economic Implications

  The adoption of the Compliance and Enforcement Policy will have no discernible impacts in respect to broader economic implications.

  Delivery Program/Operational Plan Implications

  The adoption of the Compliance and Enforcement Policy will have no discernible impacts on the Delivery Plan or Operational Plan.

Risk Analysis:

The revision and adoption of the Compliance and Enforcement Policy using the Ombudsman's Model Compliance and Enforcement Policy as a foundation template, provides Council with the knowledge that its procedures are consistent with best practice, which will assist in mitigating any risk to Council.

Consultation:

The development of the Draft Compliance and Enforcement Policy has been undertaken with input from key internal stakeholders within Council.

It is proposed that the Policy be placed on public exhibition for wider community consultation before being brought back to Council, for further consideration prior to implementation.

Related Policy, Precedents and / or Statutory Requirements:

The draft Compliance and Enforcement Policy is an updated version prepared as a replacement for Council's existing Enforcement Policy.

There are a number of Acts that provide Council with a range of statutory compliance and enforcement powers including:

- Local Government Act 1993
- Environmental Planning and Assessment Act
- Food Act 2003
- Protection of the Environment Operations Act 1997
- Public Health Act 2010
- Roads Act 1993
- Swimming Pools Act 1992

Implementation Date / Priority:

It is proposed that the draft Compliance and Enforcement Policy be placed on public exhibition for a period of forty two (42) days upon receiving Council's endorsement. A further report is to be brought back to Council for consideration of any submissions prior to implementation.

Conclusion:

The draft Compliance and Enforcement Policy has been reviewed and updated based on the Ombudsman's recently released Model Compliance and Enforcement Policy.

The adoption of the recommendation provided to Council will see the draft Policy placed on public exhibition, prior to a further report being brought back to Council for consideration.

Attachment 1

COFFS HARBOUR CITY COUNCIL
Locked Bag 155,
Coffs Harbour, NSW 2450
ABN 79 126 214 487

Compliance and Enforcement Policy

Policy Statement:

Coffs Harbour City Council is opposed to the undertaking of unlawful activity under any circumstances. In response to unlawful or unauthorised activity council will initiate compliance and enforcement processes where appropriate. All actions and outcomes in regards to compliance and enforcement are to be in accordance with this Policy and associated Standard Operation Procedure documentation.

Director or Group Leader Responsible for Communication, Implementation and Review:

Group Leader Sustainable Places within the Sustainable Communities Directorate.

Does this document replace an existing policy? **Yes**

Enforcement Policy July 2015

Related Legislation, Department of Local Government Circulars or Guideline:

This Policy applies to Acts and Regulations enforced by Coffs Harbour City Council.

Application:

This Policy applies to the identification of, investigation and enforcement of unlawful activity or failure to comply with terms or conditions of approvals, licences and orders. This Policy applies to all compliance and regulatory areas for which Council has responsibility.

This Policy is also intended as an umbrella Policy which will guide the compliance and enforcement service relevant to specific policies, procedural documentation and operational guidelines.

Related Policy and Operational Documents

Policy	**Standard Operational Procedures**
Video Surveillance On Public and Other Lands Policy. Compliance Response Framework	Enforcement Procedure

Distribution:

It is mandatory for all Council Officers and Officials to comply with this Policy**.** It will be available to Council and the community in the following mediums;

✓ **Internet** ✓ **Intranet** ✓ **Email** ✓ **Noticeboard** ✓ **ECM**

Approved by: **Executive Team [Meeting date]** **Council [Meeting date & Resolution No.]**	**Signature:** _____ **General Manager**
Date of Effect:	**Date of next Review:** 12 Months
Date of Distribution:	**Dataworks Number:**

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Key Responsibilities

Position	***Directorate***	***Responsibility***
Mayor	Council	To lead councillors in their understanding of, and compliance with, this policy and guidelines.
General Manager	Executive	To lead staff, (either directly or through delegated authority) in their understanding of, and compliance with, this policy and any related procedures. To approve resources to develop, implement and review this policy.
Directors	All Directorates	To communicate, implement and comply with this policy and any related procedures.
Group and Section Leaders	All Directorates	To communicate, implement and comply with this policy and any related procedures To lead staff in their understanding of, and compliance with, this policy..
All Council officials	Council	To comply with this policy and any related procedures.

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Attachment 1

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Attachment 1

1. Introduction

Council's regulatory responsibilities are applicable to actual unlawful activity, as well as a failure to take action (in order to be compliant with certain legal requirements). For simplicity, this policy refers to both an act and/or an omission by an alleged offender as 'unlawful activity'.

This policy distinguishes between a 'report alleging unlawful activity' and a 'complaint'.

For the purposes of this policy, a report alleging unlawful activity is where an individual expresses concern in relation to alleged unlawful activity, or they request service from council about such matters. Council considers that a response or resolution to a report alleging unlawful activity is explicitly or implicitly expected by the individual, or may be legally required.

A complaint is where an individual expresses dissatisfaction about Council services, staff or the handling of a complaint. Therefore, a complaint may arise where an individual claims that Council staff has failed to take action in relation to a report alleging unlawful activity. A complaint will be recorded separately and responded to in accordance with Council's *Complaints and Other Feedback* Policy (POL-016).

2. Purpose and scope

This policy provides information for all internal and external stakeholders and interested parties about Council's position on compliance and enforcement matters in the local government area.

The purpose of this policy is to provide structure for consistency and transparency in decision making, and to facilitate a proportional approach to compliance and enforcement. It is also intended to assist Council staff to act promptly, effectively and consistently in response to allegations of unlawful activity.

This policy outlines matters to be considered at the various stages of the enforcement process from the receipt and investigation of reports alleging unlawful activity, through to what enforcement option Council will choose and whether to commence criminal or civil proceedings.

In certain circumstances Council will have shared enforcement responsibilities with other regulatory authorities. This policy sets out a collaborative and cooperative approach to such matters. Advice and guidance is also provided on the role of Council in building and construction compliance matters where there is a private certifier, and the role of Councillors in enforcement.

Responsible Council staff are not limited by this policy in their use of discretion and exercise of official functions. The full circumstances and facts of each case need to be considered and a decision made on the merits.

3. Organisational approach

Compliance and enforcement plays a significant role in supporting and maintaining community values which seek to:

- *prevent or minimise harm to health, welfare, safety, property or the environment*
- *improve the safety and amenity of residents and visitors to the area*
- *promote social policies (e.g. to preserve or protect the environment)*
- *manage risks*
- *uphold social order*
- *meet the expectations of the community*
- *make the regulated community aware of their legal obligations and how to comply*

Council has a wide range of powers to intervene and regulate a variety of issues, however it does not have unlimited resources or a legal expenses budget to enable involvement and resolution of every matter in terms of its statutory powers provided under the various Acts and Regulations. Council needs to ensure it utilises its limited resources and legal budget to achieve outcomes that, in the main, will be of most benefit to the public interest.

Council generally will not action compliance and enforcement matters:

- that only impact the interests of private individuals and/or
- that are of a relatively minor nature and/or
- that do not pose a risk to public health and safety or cause environmental harm and/or
- where individuals have recourse to alternative avenues for resolution

In such cases Council may provide limited assistance through the provision of advice and direction associated with obtaining information and alternative means of resolution with customers to be advised accordingly.

4. Definitions

The following are the definitions of key terms in this policy:

Complaint

A complaint is an expression of dissatisfaction made about Council services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required.

Refer also to Council's *Complaints and Other Feedback* Policy (POL-016).

For the purposes of this policy, a complaint does not include:

- a report alleging unlawful activity (see definition below);
- a request for information about a Council policy or procedure;
- a request for an explanation of actions taken by Council;
- a request for internal review of a Council decision.

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Enforcement

Actions taken in response to serious or deliberate contraventions of laws.

Regulation

Using a variety of tools and strategies to influence and change behaviour to achieve the objectives of an Act, regulation or other statutory instrument administered by Council.

Report alleging unlawful activity

An expression of concern, or a request for service in relation to alleged unlawful activity, where a response or resolution is explicitly or implicitly expected or legally required.

Unlawful activity

Any activity or work that has been or is being carried out contrary to the below and/or failure to take required action in order to be compliant with:

- terms or conditions of a development consent, approval, permit or licence;
- an environmental planning instrument that regulates the activities or work that can be carried out on particular land;
- a legislative provision regulating a particular activity or work;
- a required development consent, approval, permission or licence.

5. Policy objectives

The intent of this policy is to establish clear guidelines and protocols for Council staff in the management of Council's regulatory activities.

It provides workable guidelines on:

- responding to reports alleging unlawful activity;
- assessing whether reports alleging unlawful activity require investigation;
- deciding on whether enforcement action is warranted;
- options for dealing with confirmed cases of unlawful activity;
- taking legal action;
- implementing shared enforcement responsibilities.

The policy also provides advice and guidance on:

- the role of the Principal Certifying Authority; and
- the role of Councillors in enforcement.

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6. Application

This policy applies to regulatory issues within Council's area of responsibility including, but not limited to:

- development control;
- building control;
- swimming pool safety;
- unauthorised vegetation removal;
- pollution control;
- environmental health;
- public health and safety;
- water and sewer;
- septic systems;
- control over animals;
- food safety;
- fire safety;
- unauthorised use of council managed land;
- parking and vehicle offences;
- sediment and erosion;
- sewer / water / stormwater infrastructure;
- noxious weeds.

A comprehensive list of matters and Council's response is provided within Appendix 1, *Compliance Response Framework*.

7. Compliance and enforcement principles

The following are the principles that underpin Council actions relating to compliance and enforcement:

Accountable and transparent

- acting in the best interests of public health and safety and in the best interests of the environment;
- ensuring accountability for decisions to take or not take action;
- acting fairly and impartially and without bias or unlawful discrimination;
- providing information about compliance and enforcement priorities and reasons for decisions to improve understanding and certainty and promote trust by the regulated community;
- ensuring meaningful reasons for decisions are given to all relevant parties, particularly when there is a departure from this policy;

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- acting on any complaints or concerns about the conduct of compliance officers in accordance with Council's complaints management policy and procedures;
- advising people and organisations subject to enforcement action of any avenues available to seek an internal or external review of a decision.

Consistent

- ensuring all compliance and enforcement action is implemented consistently;
- encouraging reports about possible unlawful activity by acting reasonably in response to the circumstances and facts of each matter.

Proportional

- ensuring the level of enforcement action is proportionate to the level of risk and seriousness of the breach;
- making cost-effective decisions about enforcement action;
- taking action to address harm and deter future unlawful activity.

Timely

- ensuring responses to reports alleging unlawful activity and decision-making in relation to those is timely.

8. Responsibility

Council receives information about alleged unlawful activity from members of the public, contact from other government agencies and information gathered by its officers during proactive inspections.

All Council staff who deal with reports alleging unlawful activity are responsible for implementing this policy. Council staff are also responsible for ensuring that any other possible unlawful activity identified as a result of an inspection, proactive enforcement or other activity is brought to the attention of the appropriate business unit of Council.

Council staff are required to:

- treat all relevant parties with courtesy and respect;
- communicate with all relevant parties when required and requested, such as at the conclusion of the investigation;
- make full and proper records in relation to the assessment and investigation of reports alleging unlawful activity, including reasons for any decisions;
- inform all relevant parties of reasons for decisions;
- provide as much information as possible to all relevant parties about the outcomes of investigations to show that adequate and appropriate action was taken and/or is proposed to be taken in response to a report of alleged unlawful activity;
- provide information to all relevant parties about any avenues to seek an internal or external review of a decision.

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All reports alleging unlawful activity are to be entered into Council's records management system and actioned in a timely manner by the appropriate business unit.

Only Council staff with appropriate delegations from the General Manager can undertake investigations or compliance and enforcement action in relation to this policy.

9. Responding to concerns about unlawful activity

How reports alleging unlawful activity will be dealt with by Council

Council will record and assess every report alleging unlawful activity with further action to be determined having regard to Appendix 1, *Compliance Response Framework*.

Council will respond to every such report unless the person raising the matter has indicated they do not wish to receive a response about Council's handling of the matter, or the report is anonymous.

Generally speaking, Council's objectives when dealing with reports alleging unlawful activity are to:

- maintain the collective good and welfare of the community;
- prevent or minimise harm to health, welfare, safety, property or the environment;
- consider the broader public interest having regard to Council's priorities and any resource limitations;
- consider the report fairly and impartially.

Not all reports will need to be investigated. A preliminary assessment of all matters will be made to determine the priority for a response, and whether investigation or other action is required.

An investigation of alleged unlawful activity may take a significant amount of time to complete, particularly where the issues are complex. If Council decides to investigate, staff will give the person who reported the alleged unlawful activity regular feedback on the progress of the investigation, and any reasons for delay. This does not mean that the individual can expect to be given details about every aspect of the investigation or information that would compromise the integrity of the investigation.

Decisions about what action should be taken by Council are made at the Council's discretion. This means the objective is that reports alleging unlawful activity will be resolved to the satisfaction of Council, not necessarily the person raising the matter. Council will generally try to resolve matters as quickly and informally as possible so as to avoid the need to take formal action.

Council staff will endeavour to manage the expectations of people who report alleged unlawful activity, and in particular explain that in the absence of sufficient evidence of unlawful activity, Council may be unable to take further action. They will also explain that Council does not have unlimited resources and powers to deal with reports alleging unlawful activity. If Council is unable to fully investigate or take action on a matter because it is restricted by any legal or resource limitations this will be explained to the individual.

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While there are certain statutory requirements that must be met in relation to notices and orders Council staff will ensure that all explanatory communications are made in plain English and explain any technical language the law requires to be used.

Confidentiality of people who report allegations of unlawful activity

People who report allegations of unlawful activity should not expect that their identities will remain confidential from the subject of their report in all circumstances. Council may have to disclose information that identifies them in the following cases:

- the disclosure is necessary to investigate the matter;
- their identity has already been disclosed to the subject of their report directly or in a publicly available document;
- the individual was consulted following receipt of a Government Information (Public Access) Act 2009 NSW application and did not object to the disclosure;
- the individual consents in writing to their identity being disclosed;
- the disclosure is required to comply with principles of procedural fairness;
- the matter proceeds to court.

Council will take seriously any concerns an individual may have about their physical safety being endangered as a result of making a report. However, this may limit Council's ability to investigate the matter.

What Council expects from people who report allegations of unlawful activity

Council expects that people who report allegations of unlawful activity will cooperate and act in good faith in respect of any investigations conducted by Council. This includes:

- providing a clear description of the problem (and the resolution sought if relevant);
- giving all available and relevant information to Council, including any new information about the alleged activity that may become known to the person following the making of their report;
- not giving any information that is intentionally misleading or wrong;
- cooperating with Council's inquiries and giving timely responses to questions and requests for information;
- treating Council's staff with courtesy and respect;
- allowing the investigation to be completed without prematurely taking the matter to other agencies unless referred to by Council.

If these expectations of the individual are not met, Council may need to set limits or conditions on the continuation of the investigation or may need to restrict any further communications with the individual.

Any unreasonable conduct will be dealt with in accordance with Council's, *Managing Unreasonable Complainant* Policy (POL-033).

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What parties can expect from Council staff

People who report alleged unlawful activity, as well as individuals or businesses that are subject to investigation and any enforcement action, can expect that Council staff will:

- treat them with courtesy and respect;
- acknowledge their report and inform about the possible duration of the investigation;
- advise them of the outcome of the allegation reported, including a full explanation of the reasons why that outcome was considered to be reasonable in the circumstances;
- clearly explain decisions in plain English;
- provide information about any relevant internal and external appeal processes that may be available;
- carefully assess any new information provided by any party after a decision has been made and advise whether further action will be taken.

Complaints about Council's enforcement actions

Any complaints about Council's handling of reports alleging unlawful activity will be recorded separately and handled in accordance with Council's *Complaints and Other Feedback* Policy (POL-016).

Where a person or organisation subject to enforcement action merely disputes Council's decision to take enforcement against them, they will be directed to make representations in accordance with any relevant internal and external appeal processes.

Council staff will act on any complaints about the conduct of compliance officers in accordance with Council's *Complaints and Other Feedback* Policy (POL-016) and the *Code of Conduct* Policy (POL-031).

Anonymous reports

Anonymous reports will be recorded and assessed in accordance with the above requirements. However, because it is not possible to seek clarification or additional information about a matter, it may be more difficult to evaluate the allegations and therefore these reports are less likely to warrant investigation.

Unlawful activity outside business hours

Unlawful activity can occur outside business hours. In particular, Council may receive reports about matters such as offensive noise and failure to comply with limitations on hours of operation during nights and weekends.

Due to resource and operational capability restraints on Council, investigations into alleged unlawful activity outside business hours will be assessed on the basis of risk of harm to health, welfare, safety, property or the environment or it is otherwise in the public interest to take such action.

Neighbour disputes

Council will at times receive reports from parties involved in neighbour disputes seeking Council's involvement. When a dispute between two neighbours is a civil matter, Council will often have no authority to resolve the issue in dispute. Some reports will raise several matters, some of which will require Council's involvement and some of which will be personal to the parties.

Council staff will thoroughly assess such reports to determine whether there is evidence of any possible unlawful activity requiring action by Council. Care will be taken to explain which aspects of a report Council can deal with and which cannot be dealt with and why. Where possible, individuals will be provided with information about how to resolve neighbour disputes including referral information resources such as LawAccess and Community Justice Centres.

It is possible that one party will provide further information about a matter which changes Council's decision about whether it will become involved. In such circumstances, Council staff will carefully consider the matter before taking action and document reasons for the new decision. Relevant parties will be advised about the reasons Council has changed its position on a matter. Council staff will not change a decision about whether or not Council should be involved purely as a response to the conduct of an individual such as persistent demands or threats.

Council has adopted a Compliance Response Framework (Framework) which details a wide range of the most common issues for which Council receives enquiries and request for assistance. The Framework identifies matters that Council will generally deal with, the level of involvement for matters classified as a minor nature and the timeframes associated with matters requiring further investigation. See Appendix 1 *Compliance Response Framework*.

10. Investigating alleged unlawful activity

Not all reports alleging unlawful activity will warrant investigation. A preliminary assessment of all matters will be made to determine whether investigation or other action is required. Council will prioritise matters on the basis of risk to public safety, human health and environment.

The Compliance Response Framework appended to the Enforcement Policy details response timeframes that will be used to investigate common unlawful activities. The Framework applies a risk based approach that reflects the relative potential for impact on public health and safety or environmental harm and a proportionate risk timeframe for response.

If there is insufficient information in the report to undertake a preliminary assessment, further information may need to be sought from the person who made the report or an inspection undertaken. Staff may also need to consult Council records and other internal business units to understand the relevant history and context of a matter.

Circumstances where no action will be taken

Council will take no further action if, following a preliminary assessment, it is identified that:

- Council does not have jurisdiction to investigate or is not the appropriate authority to take action on the issues raised. Where there is another appropriate authority or course of action, Council may bring the matter to the attention of the authority or

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provide information and contact details to the individual. For example NSW WorkCover for workplace safety matters, the NSW Environment Protection Authority for possible environmental offences and Community Justice Centres NSW for personal disputes;

- the report relates substantially to a matter previously determined by Council and no new or compelling information is presented which would cause Council to change its earlier decision. In this case, staff will acknowledge the report and advise that no further action will be taken as no new information had been provided (other than where the person has previously been advised they would receive no further response);
- the allegations relate to a lawful activity (eg where there is an existing approval or the activity is permissible without Council approval or consent being required);
- the report is not supported with evidence or appears to have no substance;
- the relevant Council Officer determines that investigation or other action would have an unreasonable impact on resources and/or is unlikely to achieve an outcome sufficient to justify the expenditure of resources.

Relevant factors guiding decisions as to whether to take action:

When deciding whether to investigate, Council will consider a range of factors including:

- whether the activity is having a significant detrimental effect on the environment or it constitutes a risk to public safety;
- whether the report is premature as it relates to some unfinished aspect of work that is still in progress;
- whether the activity or work is permissible with or without permission;
- whether all conditions of consent are being complied with;
- how much time has elapsed since the events the subject of the report took place;
- whether another body is a more appropriate agency to investigate and deal with the matter;
- whether it appears there is a pattern of conduct or evidence of a possible wider spread problem;
- whether the person or organisation reported has been the subject of previous reports;
- whether the report raises matters of special significance in terms of the Council's existing priorities;
- whether there are significant resource implications in relation to an investigation and any subsequent enforcement action;
- whether it is in the public interest to investigate the report.

The above are factors for Council to consider and weigh in making a determination. Council staff are not limited in their use of discretion by these considerations and may decide to investigate based on these and other factors.

The objective of the processes Council staff use when investigating incidents of alleged unlawful activity is to:

- determine the cause of the incident;
- determine if there has been a contravention of law, policy or standards;

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- gather evidence to the required standard to support any required enforcement action;
- determine any necessary action to mitigate the possibility of reoccurrence of similar incidents.

Any decision not to investigate an allegation of unlawful activity will be recorded and the reasons for that decision clearly stated.

Council has endorsed the NSW Ombudsman *Compliance and Enforcement Guidelines 2015* and NSW Ombudsman *Investigating complaints (a manual for investigations 2004)* to assist and guide its relevant internal procedures for investigations.

11. Taking enforcement action

When deciding whether to take enforcement action in relation to a confirmed case of unlawful activity, Council will consider the full circumstances and facts of the matter and the public interest. The following common considerations will assist Council staff in determining the most appropriate response in the public interest:

Considerations about the alleged offence and impact:

- the nature, extent and severity of the unlawful activity, including whether the activity is continuing;
- the harm or potential harm to the environment or public health, safety or amenity caused by the unlawful activity;
- the seriousness of the breach, including whether the breach is merely technical, inconsequential or minor in nature;
- the time period that has lapsed since the date of the unlawful activity.

Considerations about the alleged offender:

- any prior warnings, instructions, advice that was issued to the person or organisation reported or previous enforcement action taken against them;
- whether the offence was committed with intent;
- whether the person or organisation reported has been proactive in the resolution of the matter and assisted with any Council requirements and instructions;
- any mitigating or aggravating circumstances demonstrated by the alleged offender;
- any particular circumstances of hardship affecting the person or organisation reported.

Considerations about the impact of any enforcement action:

- the need to deter any future unlawful activity;
- whether an educative approach would be more appropriate than a coercive approach in resolving the matter;
- the prospect of success if the proposed enforcement action was challenged in court;
- the costs and benefits of taking formal enforcement action as opposed to taking informal or no action;
- what action would be proportionate and reasonable in response to the unlawful activity;

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- whether Council is prevented from taking action based on earlier advice given, ie whether an estoppel situation has been created.

Considerations about the potential for remedy:

- whether the breach can be easily remedied;
- whether it is likely consent would have been given for the activity if it had been sought;
- whether there is a draft planning instrument on exhibition that would make the unauthorised use legal.

Legal or technical issues

Where legal and/or technical issues are in question, Council staff will consider whether legal advice or professional advice from duly qualified staff or other experts should be obtained and considered. Council may also require a person subject to possible enforcement action to obtain professional advice in relation to issues of concern to Council for assessment as to whether further action is required.

Requirements of council staff considering enforcement action

Prior to taking enforcement action, Council staff will take into account the above considerations as well as the evidence gathered during their investigation. Council staff must act impartially, be mindful of their obligations under Council's Code of Conduct and not act as a decision-maker in relation to any matter in which they have a personal interest. Enforcement action will not be taken purely as a response to the conduct of an individual such as persistent demands or threats.

Council staff are required to maintain records about critical thinking and decision-making processes in relation to reports alleging unlawful activity and any enforcement action, as well as records of interactions with relevant parties. Council staff will at all times adhere to Council's internal approval processes prior to the commencement of any enforcement action.

Council staff will take steps to ensure that any enforcement action is taken against the correct person or organisation. Where there are multiple possible parties to an alleged unlawful activity, it will generally not be appropriate to take enforcement action against every person who may be liable for the alleged unlawful activity. In such circumstances, Council staff will be guided by legal advice in determining the appropriate persons to pursue.

Related enforcement guidelines

Other related guidelines may be implemented as required to assist staff with undertaking specific types of regulatory activity and the circumstances in which enforcement action will or will not be taken..

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Attachment 1

12. Options for dealing with confirmed cases of unlawful activity

Council will try to use the quickest and most informal option to deal with unlawful activity wherever possible unless there is little likelihood of compliance with such options. Council staff will use discretion to determine the most appropriate response to confirmed cases of unlawful activity and may take more than one approach. Any enforcement action taken by Council will depend on the full circumstances and facts of each case, with any decision being made on the merits.

At all times, Council's key concerns are:

- to prevent or minimise harm to health, welfare, safety, property or the environment;
- to influence behaviour change for the common good and on behalf of the community.

Council's Compliance Response Framework (refer Appendix 1) identifies a range of common matters for which Council receive requests for assistance and provides guidance on matters that Council will and will not action, the type of assistance that will be provided in respect to certain matters and the response times that will be applied to matters requiring an investigation response. Enforcement options to be considered by Council are ordered to reflect an escalation in response that is proportionate to the level of risk, the seriousness of the confirmed breach or the need for a deterrent.

Level of risk	Enforcement options
Very low	• take no action on the basis of a lack of evidence or some other appropriate reason i.e. matter can be resolved through private legal means; • provision of information/advice on how to be compliant *example – neighbour complaint about a noise related issue.*
Low	• negotiating with the person to obtain voluntary undertakings or an agreement to address the issues of concern; • issuing a warning or a formal caution; *example – the unauthorised removal of a diseased or dead tree; unauthorised camping within a council reserve.*
Medium	• issuing a letter requiring work to be done or activity to cease in lieu of more formal action; • issuing a notice of intention to serve an order or notice under relevant legislation, and then serving an order or notice if appropriate; *example – the erection of a minor structure without consent.*
High	• issuing a penalty notice; • carrying out the works specified in an order at the cost of the person served with the order; *example – continued failure to maintain food safety and food hygiene standards.*
Very high	• seeking an injunction through the courts to prevent future or continuing unlawful activity; • commence legal proceedings for an offence against the relevant Act or regulation; *example –to not comply with a direction to repair a failing effluent disposal system that is polluting or likely to impact public health.*

Following up enforcement action

All enforcement action will be reviewed and monitored to ensure compliance with any undertakings given by the subject of enforcement action or advice, directions or orders issued by Council. Reports alleging continuing unlawful activity will be assessed and further action taken if necessary. If the unlawful activity has ceased or the work has been rectified, the matter will be resubmitted for follow up action to ensure compliance outcomes are met. Should initial enforcement action be found to have been ineffective, Council staff will consider other enforcement options.

Council will utilise its Request Management system to record, manage and monitor compliance actions.

13. Taking legal action

The Council and its delegated staff will be guided by legal advice in deciding whether to commence criminal or civil proceedings and will consider the following:

- whether there is sufficient evidence to establish a case to the required standard of proof;
- whether there is a reasonable prospect of success before a Court;
- whether the public interest warrants legal action being pursued.

Whether there is sufficient evidence to establish a case to the required standard of proof

Council considers the decision to take legal action a serious matter, and as such will only initiate and continue proceedings once it has been established that there is admissible, substantial and reliable evidence to the required standard of proof.

The basic requirement of any **criminal** prosecution is that the available evidence establishes a *prima facie* case. The prosecutor is required to prove the elements of the offence beyond reasonable doubt.

In **civil** enforcement proceedings, Council will require sufficient evidence to satisfy the court that an actual or threatened breach has occurred on the balance of probabilities.

Whether there is a reasonable prospect of success before a Court

Given the expense of legal action Council will not take legal action unless there is a reasonable prospect of success before a Court. In making this assessment, Council staff will consider the availability, competence and credibility of witnesses, the admissibility of the evidence, all possible defences, and any other factors which could affect the likelihood of a successful outcome.

Whether the public interest requires legal action be pursued

The principal consideration in deciding whether to commence legal proceedings is whether to do so is in the public interest. In making this determination, the same factors to be considered when taking enforcement action apply (see Section 11, Taking enforcement action).

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The following considerations relate more specifically to the decision to commence legal proceedings and will assist Council and its delegated staff in making this determination:

- the availability of any alternatives to legal action;
- whether an urgent resolution is required (court proceedings may take some time);
- the possible length and expense of court proceedings;
- any possible counter-productive outcomes of prosecution;
- what the effective sentencing options are available to the court in the event of conviction;
- whether the proceedings or the consequences of any resulting conviction would be unduly harsh or oppressive.

Time within which to commence proceedings

Council staff must be aware of legislative time limits in which enforcement proceedings must be commenced. Sometimes legal action will be statute barred despite good evidence that unlawful activity has occurred.

14. Shared enforcement responsibilities

Some reports will raise matters involving shared regulatory responsibilities between Council and other authorities including the Environment Protection Authority, the NSW Police Force, the Office of Liquor, Gaming and Racing, NSW Fair Trading, NSW Food Authority and Crown Lands.

Council recognises that collaboration and cooperation between authorities to address issues of shared regulatory responsibility is the best approach. To this end, where there are shared legislative responsibilities, Council staff will liaise with relevant authorities to establish:

- which authority will take the leading role on any joint investigation;
- which activities each authority will carry out;
- responsibilities for updating an individual where relevant;
- protocols for exchanging confidential information between the relevant authorities.

Council will reasonably endeavour to respond to requests for information or assistance on joint regulatory matters in a timely manner.

15. Role of council where there is a private certifier

Council retains its regulatory role and enforcement powers where a private certifier has been appointed the Principal Certifying Authority (PCA). However, if a private certifier is appointed the PCA, it is not Council's responsibility to ensure building and construction compliance.

Private certifiers have limited enforcement powers as the PCA. They have the power to issue a 'notice of intention to issue an order' to the owner or builder to comply with the conditions of consent or rectify any breaches. A copy of any 'notice of intention' issued by a private certifier must be provided to Council for assessment as to whether Council will enforce the notice by issuing an order.

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Council and private certifiers will work together to resolve any issues when they arise to achieve compliance with the development consent or complying development certificate. Council staff will take steps to ensure individuals are clear about which agency performs which role.

16. Role of Councillors in enforcement

Decision-making relating to the investigation of reports alleging unlawful activity and taking enforcement action is the responsibility of appropriately authorised council staff or the Council itself.

Individual Councillors do not have the right to direct Council staff in their day-to-day activities. Councillors can help individuals who raise concerns with them by satisfying themselves that their Council's policies are being carried out correctly, however they cannot ignore or alter a policy in order to satisfy the demands of special groups.

The General Manager may present certain decisions to be ratified by the elected Council if this is necessary or desirable, and the Councillors may also have the right to call for a report about particular issues to a Council meeting.

17. Delegations

Council staff delegations for taking action under this policy are included in Council's Delegation Register.

18. Other resources

The NSW Ombudsman website has the following helpful resources at www.ombo.nsw.gov.au:

- Managing unreasonable complainant conduct - a model policy and procedure;
- Managing Unreasonable Complainant Conduct Manual 2012;
- The Rights Stuff - Tips for making complaints and solving problems;
- Effective complaint handling guidelines - 2nd edition;
- Managing information arising out of an investigation - Balancing openness and confidentiality;
- Reporting of progress and results of investigations;
- Good Conduct and Administrative Practice;
- Options for Redress;
- Investigating Complaints - A manual for investigators;
- Enforcement guidelines for Councils';
- Better Service and Communication for Council.

Also see:

- Prosecution Policy of the Commonwealth (2014) *Guidelines for the making of decisions in the prosecution process;*
- NSW Planning (2010) *Prosecution Guidelines.*

19. Table of Minor Amendments

Amendment	Authoriser	Approval ref.	Date

20. Appendices

Appendix 1 – Compliance Response Framework

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Attachment 2

DESCRIPTION	REPONSE TIME				
	EXTREME	**HIGH**	**MEDIUM**	**MINOR**	**MINOR**
	4 hours	Within 2 Working Days	Within 7 Working Days	No Action	Information Only **
PLANNING BUILDING AND COMPLIANCE					
Dangerous structure adjoining public land, eg dilapidated awnings		✓			
Swimming pool fencing complaint on private land		✓			
Non compliance with development consent or construction works governing environmental protection (operational machinery)		✓			
Development not in accordance with consent			✓		
Development carried out without consent / construction certificate			✓		
Right of way and covenant complaints, other than conditions of consent				✓	
Building works carried out without approval now made lawful by Exempt and Complying Development SEPP					✓
Retaining wall (structurally unsafe) - potential impact upon public safety and/or neighbouring infrastructure			✓		
Boundary fence and retaining wall issues where the Dividing Fences Act applies - Community Justice Centre and the Local Court					✓
Landform modification involving potential flooding impacts or potential property damage		✓			
Landform modification without consent			✓		
Unauthorised use of premises (requiring consent)			✓		
Holiday Letting without consent or where prohitibted			✓		
Strata property disputes				✓	
Inadequate Sediment and Erosion Control, direct flow into waterway			✓		
Inadequate Sediment and Erosion Control not in accordance with consent		✓			
Inadequate Sediment and Erosion Control not direct flow into waterway but nuisance to public place		✓			
Inadequate Sediment and Erosion Control causing nuisance between adjoining neighbours (works not requiring consent)				✓	
ANIMALS					
Dog attacks Major - (eg immenent risk to public, where a person has been bitten or serious injury to other animals, or assistance to Police)	✓				
Dog attacks minor (after an event - minor or no injury to persons or animals or risk to public safety)		✓			
Dog - Dangerous, Menacing or Restricted Breed as per Companions Animal Act, no imminent risk to public safety, eg dog contained		✓			
Pick up of seized Dogs contained (Pound operating hours only)	✓				
Domestic roaming dogs - general complaint after the event.			✓		
Dog barking (complaints from 2 or more premises)			✓		
Barking Dogs Anon or one resident complainant only. (Dog owner to be given advice only)					✓
Impounding of Cats - Council provides pound facility but no collection service				✓	
Breach of Companion Animals Act - identification, registration		✓			
Wild dogs and foxes on Council own land			✓		
Stock on Main Arterial Roads	✓				
Stock on non arterial sealed roads		✓			
Stock on dirt rual roads			✓		
Stock Complaints General tresspassing - Horses, Cattle, Sheep, Donkeys			✓		
Keeping of non stock animals e.g. rabbits, birds, geese, ferrets, chickens, roosters - including enclosures, noise and odours					✓
FOOTPATH AND CYCLEWAYS					
Footpath obstruction (immediate safety hazard - 8am - 5pm, 7 days per week - after hours Police matter)	✓				
Footpath obstruction, eg builder's material obstructing pedestrian access		✓			
Footpath obstructions, minor or nuisance			✓		
TREES AND VEGETATION					
Overgrown land which exceeds the following criteria: a) The average height of grass on the land exceeds 500mm or one metre in any area, or b) The site has an accumulation of vegetation, rubbish or materials, which may harbour vermin.			✓		
Overgrown land which does not meet the above criteria				✓	
PARKING					
Parking traffic hazard (8am - 5pm, 7 days per week - after hours Police matter)	✓				
Parking - general complaints			✓		
Abandoned motor vehicles (posing immediate safety hazard, 8am - 5pm, 7 days per week - after hours Police matter)	✓				
Abandoned motor vehicles and articles (public place)			✓		
Road Offences illegal works general			✓		
ENVIRONMENTAL HEALTH					
Air Pollution - source occurring from commercial or industrial premises			✓		
Air Pollution - burning of prohibited items eg tyres, coated wire, paint and solvent containers	✓				
Air Pollution - Prohibited Lighting of Fires: Schedule 2 areas under POEO			✓		
Nuisance from domestic smoke - BBQ's, domestic wood heaters, residential burning off					✓
Rural and Agricultural nuisances including but not limited to burning of vegetation, noise, soil and erosion control issues (not entering waterways)				✓	
Land Pollution - significant accumulation of waste, dumped or deposited waste on private land			✓		
Land Pollution public lands - rubbish dumping, littering		✓			
Odours - Residential and commercial garbage complaints: location of garbage bins, dog faeces, domestic odours				✓	
Noise Pollution - commercial and industrial impacting on residential areas of significant public interest			✓		
Neighbour to neighbour impact associated with domestic noise pollution complaints - e.g. air conditioners, heat pumps, amplified sound equipment, musical instruments, power tools, lawn mowers, leaf blowers, swimming pool pumps and motor vehicles/trail bikes					✓
Water Pollution Incidents having an effect on waterways - Environmental degrading substances into waterways e.g. oil, paint - Failing Onsite Sewerage Management System into waterways		✓			

Attachment 2

DESCRIPTION	REPONSE TIME				
	EXTREME	**HIGH**	**MEDIUM**	**MINOR**	**MINOR**
	4 hours	Within 2 Working Days	Within 7 Working Days	No Action	Information Only **
Urgent Response requests from other Agencies (i.e. NSW Police, HAZMAT, EPA, Ministry of Health, NSW Food Authority), relating to Food Poisoning Outbreak, Major Pollution Incidents, Notifiable Disease Outbreaks and Clandestine Drug Laboratories.	✓				
Complaints relating to regulated premises (food premises, skin penetration/hairdessers, beauty salons, cooling towers/ warm water systems, public swimming and spa pools, caravan parks, water carters)			✓		
Public swimming pool water quality			✓		
Unhealthy Condition of Premises - breeding of mosquitoes, vermin and pests, significant accumulation of waste, failing OSSM			✓		
Domestic green/unclean pools - no evidence of mosquito larvae				✓	
Unsanitary motels including bed bugs				✓	
Unsightly premises - condition of property not deemed a public health risk				✓	
Mould in private residences				✓	
SEWER					
Urgent Response requests - sewer overflows - private line	✓				
Urgent Response requests - sewer overflows, Council reticulated service	✓				
Trade Waste Agreements - Compliance with conditions of approval			✓		
Private Sewer Pump Station Agreements - Compliance with conditions		✓			
Building in Vicinity of Sewers - Compliance with Council Policy for matters not requiring consent			✓		
Effluent Pumpout Agreements (Nana Glenn and Coramba)			✓		
Unauthorised connection to Council's Sewer infrastructure		✓			
STORMWATER					
Overland stormwater flow nuisances (private property)					✓
Overland stormwater flow nuisances (Council owned property)			✓		
Stormwater nuisance (diversion / downpipes / guttering)			✓		
Overland stormwater flow nuisances associated with development consent?????			✓		
Unauthorised connection to Council's Stormwater infrastructure		✓			
WATER					
Water Restriction Breaches		✓			
Water Backflow Agreements - Compliance with conditions of approval			✓		
Unauthorised connection to Council's Water infrastructure		✓			
Water Carters Agrements - Compliance with conditions			✓		
Reclaimed Water Agreements - Compliance with conditions and management plan			✓		
Raw Water Agreements - Compliance with conditions			✓		
PARK AND RESERVES _ OPEN SPACES					
Public reserve breaches (unauthorised use)			✓		
Public land licence breaches (fitness, outdoor dining, surf school)			✓		
Illegal Camping public lands		✓			
SIGNAGE					
Illegal signage public place			✓		
TREES AND VEGETATION					
Unauthorised clearing of high conservation prescribed native vegetation as determined by corporate mapping (operational machinery)	✓				
Unauthorised clearing of prescribed native vegetation (operational machinery)		✓			
Unauthorised clearing of high conservation prescribed native vegetation as determined by corporate mapping (ceased or historic works)			✓		
Enquires regarding native vegetation not prescribed under the Preservation of Vegetation Controls				✓	
Non compliance with development consent governing biodiversity protection (operation machinery)	✓				
Non compliance with development consent governing biodiversity protection (works ceased)			✓		
Tree Disputes Between Neighbours (not prescribed vegetation under Preservation of vegetation controls)				✓	
Tree removal - public lands (removal in progress)	✓				
Tree removal - public lands (removal completed)			✓		
Noxious weeds			✓		
ROADS					
Road Opening Permits - works without a permit or non compliance with permit		✓			
Driveway Applications - works without a permit or non compliance with permit			✓		
Damage to local roads/kerb/footpath during construction			✓		
Trading without approval public lands (Section 68 Local Government Act) - ie busking, vehicles for sale, stalls, mobile vendors		✓			

** Note: Information Only consists of:

- Referral to Council / Government / Industry website
- Posting a phamphlet / information sheet
- Letter providing information

REPORT TO ORDINARY COUNCIL MEETING

COFFS HARBOUR SPORTS FACILITY PLAN 2016

REPORTING OFFICER:	Group Leader City Prosperity
DIRECTOR:	Acting Director, Sustainable Communities
COFFS HARBOUR 2030:	LC 2.1 Promote healthy living LC 3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour LC 4.4 Develop inclusive community, sporting and recreational events and activities PL 2.2 Provide public spaces and facilities that are accessible and safe for all
ATTACHMENTS:	ATT1 Sports Facility Plan 2016 ATT2 Summary of Submissions ATT3 CONFIDENTIAL Submissions

Recommendation:

That Council:

1. **Adopts the *Coffs Harbour Sports Facility Plan 2016*.**
2. **Notify parties who made a submission during consultation described in this report of Council's decision.**

EXECUTIVE SUMMARY

Council adopted the *Coffs Harbour Sports Facility Plan* in 2010, to provide direction for the current and future provision of sports facilities within the Coffs Harbour LGA overall, and with specific recommendations for sports with challenges relating to facility provision. *The Coffs Harbour Sports Facility Plan 2010* serves as a companion document to the *Coffs Harbour Open Space Strategy 2009*.

The planned five (5) year review was undertaken in late 2015 and was on public exhibition for ten (10) weeks. The review has been finalised and the final document in now presented for adoption as the ***Coffs Harbour Sports Facility Plan 2016***.

REPORT

Description of Item:

The Coffs Harbour Sports Facility Plan 2010 (Sports Facility Plan 2010) was adopted by Council on 14 October 2010. It is a companion document to the Coffs Harbour Open Space Strategy 2009, and intended as a strategic facility planning document with a life of approximately twenty (20) years.

A planned five (5) year review of the *Sports Facility Plan 2010* was undertaken in late 2015. The purpose of the review was to note changes and corresponding amendments to recommendations and master plans.

The draft review was placed on exhibition for a period of ten (10) weeks.

The review focused on the following sections:

- Introduction
- Participation trends
- Sports facility needs analysis
- Key developments for specific sites
- Capital works schedule

The review analysed in detail the twelve original key focus sports and also included Touch Football and Oztag owing to the considerable participation levels and growth demonstrated locally within these two codes.

All other aspects of the *Sports Facility Plan 2010* remain unchanged and have been incorporated in to the *Sports Facility Plan 2016*.

Issues:

Some data sources used in the original plan have been discontinued or amended, making it difficult to draw exact comparisons. Further consultation with the national and state sporting bodies has been undertaken during the exhibition period has validated the current data where possible.

Twenty eight (28) submissions were received during the exhibition period. A summary of the issues raised, and any associated actions taken in the final plan, are listed as Attachment 2.

A full copy of the submissions are a confidential attachment to this report (Attachment 3). They are a confidential attachment as they contain personal and private information that is not appropriate to be fully disclosed under the Privacy and Personal Information Protection Act.

Of the submissions received, there were two topics that received a number of comments:

1. Northern Beaches Multipurpose Centre

Twenty of the submissions received related to the proposed Northern Beaches Multipurpose Centre. The key issues raised included concern over the proposed medium term for undertaking a feasibility study and business plan, and perceived unfairness with funding allocations for other projects.

Timelines for capital works (subject to funding becoming available) have since been amended as follows for all projects within the Sports Facility Plan 2016:

ST = Short Term (1 – 7 years) ie 2016-2022
MT = Medium Term (8 – 12 years) ie 2023-2027
LT = Long Term (13+ years) ie 2028 onwards

2. York St Oval Coffs Harbour

The draft recommendation for York St Oval was to delay the establishment of a permanent athletics facility until an alternate venue is constructed for the existing football club based there. Three submissions including a detailed business plan were received in support of developing a Regional Athletics Centre at York St Oval in the short term, including a national standard synthetic track and associated facilities in addition to grass football fields. This submission was not supported by the North Coast Football submission.

Further details on how these issues were addressed within the Sports Facility Plan 2016 are detailed in Attachment 2.

Options:

1. Adopt the recommendation provided to Council, to adopt the plan
2. Amend the recommendation provided to Council and then adopt.
3. Reject the recommendation provided to Council.

Sustainability Assessment:

- **Environment**

  The *Coffs Harbour Sports Facility Plan 2016* and *Coffs Harbour Open Space Strategy 2009* propose a range of measures to improve environmental outcomes at sports grounds.

- **Social**

  Sports grounds are a valuable resource and are highly valued by the community partly because they provide a low cost recreation opportunity that is within the financial reach of a broad cross section of the community.

  Participating in sport produces a range of benefits including improved physical fitness, enhanced mental health, skill development, increased self esteem and opportunities for social networking. These benefits extend to not only players but officials and spectators, and provide opportunities to strengthen family units by encouraging families to spend time together.

- **Civic Leadership**

  This document works towards achieving the outcomes identified within the Coffs Harbour 2030 Community Strategic Plan and is directly connected to the themes "Places for Living" and "Looking after our Community".

  Relevant strategies include:

  - Build pride and identity in Coffs Harbour as a community and a place.
  - Create facilities and services that allow the community to reach its full development potential.
  - Develop inclusive community, sporting and recreational activities.

- Promote healthy living.
- Encourage the provision of facilities, services and resources which attract and support young people.
- Provide opportunities for all, including the Aboriginal community, to contribute to the local economy.
- Create community structures which capitalise on intergenerational knowledge, experience and capacity.
- Create opportunities for enhancement of the community's sense of well being.

- **Economic**

  Broader Economic Implications

  Upgrading existing sporting infrastructure and expanding the network of sporting facilities will enhance the livability of Coffs Harbour and its attractiveness as a destination for new residents and encourage retention of existing residents.

  Providing a range of sporting facilities at different levels delivers opportunities for participants to move along sporting pathways from novice to elite. Opportunities to access such facilities can be a key determinant for people choosing where to live, particularly young families. Attracting a younger demographic is anticipated to bring economic benefits to Coffs Harbour and the region. Additionally, quality sporting facilities are likely to attract sport service providers further boosting the sports industry and local economy.

  The development and upgrading of regional and district sporting facilities will benefit Coffs Harbour's appeal as a sport tourism destination and will enhance the city's capacity to attract and stage major events which will bring significant economic benefit to the city. Conservative figures estimate that sporting events currently inject approximately $30 million into the local economy each year.

  Delivery Program/Operational Plan Implications

  The Sports Facility Plan itself has no direct implications on the delivery program/operational plan however implementation of the strategy and the draft capital works program will require an ongoing allocation of council funds. Some of the recommendations covered in the plan are included in Council's current asset management programs and current funding streams.

  However, the majority of recommendations relating to facility improvements and new facility development (excluding items funded under current and future Section 94 Plans) are currently unfunded. These recommendations will need to be considered in Council's long term budget forecasts against Council's overall future funding priorities.

  The timeframe within the plan for implementing projects that either wholly or partly relies on Council funds will be dependent upon Council's budget considerations and capital works program. This means there is no guarantee that the projects will be completed within the nominated time frame.

Risk Analysis:

The five year review has been undertaken to minimise the risk of the Sports Facility Plan becoming outdated and irrelevant.

Consultation:

Extensive sports consultation was undertaken in the preparation of the original Sports Facility Plan 2010. Further consultation with the key sports and stakeholders such as Coffs Harbour Sports advisory Council (COFFSAC) has occurred both prior to and during the exhibition period.

The 2015 draft five (5) year review of the Sports Facility Plan 2010 was placed on public exhibition over a ten week period from 16 December 2015 to 24 February 2016. Twenty eight (28) submissions were received.

Simon Leisure Consulting, the consultancy and author of the original plan has undertaken a peer review of the *Coffs Harbour Sports Facility Plan 2016*, including the draft five year review and all submissions received.

Related Policy, Precedents and / or Statutory Requirements:

The Plan meets part of Council's obligation to effectively provide and manage community resources under the Local Government Act 1993. It will form the policy basis for future sports facility provision in new and existing development areas.

The Plan will also inform any review of Section 94 contribution plans in accord with the requirements of the Environment Planning and Assessment Act.

Implementation Date / Priority:

If adopted, the *Coffs Harbour Sports Facility Plan 2016* becomes effective immediately and replaces the 2010 plan.

Conclusion:

The *Coffs Harbour Sports Facility Plan 2016* is an important strategic planning document for Council, and has been updated to ensure changes and needs in the sporting and community landscape are reflected in this important document.

Attachment 1

COFFS HARBOUR SPORTS FACILITY PLAN 2016

COFFS HARBOUR CITY COUNCIL



COFFS HARBOUR 2030

Helping to achieve the 2030 Community Vision

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CHAPTER 1 - INTRODUCTION

Coffs Harbour 2030 Plan

The Coffs Harbour 2030 Plan is a plan for the future of the whole of the Coffs Harbour community. The original plan was developed in 2009 through a series of community forums and consultation and has set the direction for the community and Council since its inception. It was updated in 2013.

The Plan is broken into five key themes which were identified and adopted by the community during the development of the original 2030 Plan.

The Sports Facility Plan aligns most closely with the vision of *Looking after our Community: We are healthy and strong. We are engaged and connected and work together to live sustainably. We enjoy a comprehensive range of community, artistic and cultural opportunities.*

The Sports Facility Plan also supports the following objective and strategies which form part of *Looking After Our Community* Vision;

Objective LC 2	*We lead healthy lives*
Strategy LC 4.3	*Support activities and events that help us celebrate our diversity*
Strategy LC 4.4	*Develop inclusive community, sporting and recreational events and activities*

1.1 COFFS HARBOUR SPORTS FACILITY PLAN 2010

Council commissioned Simon Leisure Consulting in March 2009 to undertake the sports facility planning study and it was adopted by Council on 14 October 2010. The *Sports Facility Plan 2010* is Part 2 of the *Coffs Harbour Open Space Strategy (2009),* and focuses on the current and future planning for sports facility provision in a context that considers a city-wide approach to needs, and to facility provision.

The 2010 study had the following Project Aim:

To provide direction for the current and future provision of sports facilities within the Coffs Harbour Local Government Area (LGA) overall, and with specific recommendations for sports with challenges relating to facility provision.

The Project Objectives were (as outlined in the study brief):

1. To enable Council to respond to the changing and diverse sporting needs of the Coffs Harbour community.
2. To conduct a thorough research and consultation process to predict/forecast future local and regional sporting needs generally and for the nominated sports, and to identify gaps and/or surpluses in the existing and planned provision of sporting facilities so that these needs can be met.
3. To identify broad community trends throughout Coffs Harbour with respect to sports provision.
4. To guide and inform future planning processes for sports provision in new release areas.
5. To determine an appropriate balance between domestic and regional sports provision at the Coffs Coast Sport and Leisure Park.
6. To identify further strategic work that may be required outside of this study.
7. Further, it was agreed that the study should develop a set of guiding Principles for the future provision of sporting facilities.

Project Scope

Council recognised that it would not be possible to undertake a detailed review and assessment of all sporting and recreational activities currently (or potentially) available in the Coffs Harbour LGA. As a result, the following activities were confirmed to be the key focus for the *Sports Facility Plan 2010*.

- AFL (Australian Rules football)
- Athletics (track and field)
- Baseball
- Basketball
- Cricket (outdoors)
- Hockey
- Netball
- Rugby League
- Rugby Union
- Soccer
- Softball
- Tennis

These sports were selected on the basis that they have relatively high local participation rates and have a high reliance on their respective facilities being either hired or leased from Council. Other sports where Council has a direct interest in the facility/venue provision have also been considered but in less detail.

Further, the *Sports Facility Plan* confined its scope to the following facilities in relation to the targeted sporting activities:

- Outdoor sporting grounds and associated facilities (i.e. playing fields, amenities blocks, floodlighting, etc),
- Outdoor courts, such as netball courts and tennis courts, and
- Indoor sports facilities and stadiums.

Addressing aquatic needs was outside the scope of this study.

1.2 COFFS HARBOUR SPORTS FACILITY PLAN 2016

A review of the Coffs Harbour Sports Facility Plan 2010 commenced in 2015. The purpose of the five year review was to note changes and corresponding amendments to recommendations and master plans.

Project Scope

The review analysed in detail the twelve key focus sports addressed within the 2010 Plan. The 2016 Plan has also included detailed sections on Touch Football and Oztag owing to the considerable participation levels and growth demonstrated locally within these two codes. This document outlines changes and any corresponding recommendations from the original 2010 Plan. All other aspects of the 2010 Plan remain unchanged and have been incorporated in to the 2016 Plan as Appendix 2. The content of Appendix 2 is as follows:

1. STRATEGIC CONTEXT

1.1. Corporate Policy and Planning

1.2. Demographic Characteristics of the Coffs Harbour LGA

1.3. Population Projections

1.4. Population Characteristics of the 12 Planning Precincts

1.5. Current Sports Facility Provision

1.6. Land Management Framework

2. STRATEGIC PROVISION OF SPORTS FACILITIES

2.1. Principles

2.2. Sports Facility Hierarchy

3. SPORTS FACILITY HIERARCHY – DESIRED STANDARDS FOR PROVISION

3.1. Overview

3.2. Playing Surfaces and Other Infrastructure

3.3. Amenity Blocks / Clubrooms

4. CAPITAL WORKS PRIORITISATION ASSESSMENT

Methodology for Assessing Current Levels of Participation

The 2015 Draft Five Year Review of the Sports Facility Plan 2010 sought to track local participation/membership levels in the last five years. The availability of data was variable;

a) In many instances annual registrations were provided by the sports NSW peak body with which the local sporting groups are affiliated, or their regional development office.

   Usually this data is presented clearly and differentiated between the different market segments products and types of engagement in their sport. This made it possible to track the trends for engagement in traditional Club based district and inter district competitions. It is important to identify this because it still forms the bulk of participation within sports at the local level and still relates strongly to facility needs.

   In some sports however, figures which separated club based completion from other forms of participation were not available. For example registrations for participants in tennis coaching sessions, fitness class sessions and even casual games are all included in the overall memberships released. This makes it difficult to compare participation with the previous 2008 tennis figure and to compare with other sports in 2015.

b) In some sports, annual registrations were sourced from the latest annual report released by the NSW peak sporting body. In some instances annual reports were available for each of the five years and vertical comparisons could be made to track yearly fluctuations. For other sports, only the most recent annual report was available.

c) When neither data directly sourced from the NSW peak body or their annual reports could be sought, team numbers scheduled in competition draws provided another way of tracking membership numbers. In some instances competition draws for the last five years were available, thus providing insights into yearly competition fluctuations. In others sports only access to the last competition season was available. Both of these methods rely on estimations on the number of players in each team, rather than actual figures which can introduce the possibility of small overestimations or small underestimations.

1.3 CONSULTATION

The 2015 Draft Five Year Review Sports Facility Plan 2010 was placed on public exhibition over a ten week period from 16 December 2015 to 24 February 2016. Twenty eight submissions were received.

These submissions were reviewed by Simon Leisure Consulting, the professional sports planning consultant engaged to prepare the 2010 Sports Facility Plan. This engagement provided an independent and expert review which assisted in helping;

1. Provide feedback on the recommendations within the 2015 Draft Five Year Review of the Sports Facility Plan 2010
2. The analysis of submissions received during the exhibition period and in the development of responses to the raised issues, together with any amendments to the recommendations published in the 2015 Draft Five Year Review.

These amendments have now been incorporated into the 2016 Sports Facility Plan.

CHAPTER 2 - PARTICIPATION TRENDS

2.1 RESEARCH INTO PARTICIPATION TRENDS

A Change in How National Participation Data Is Surveyed

The *Exercise, Recreation and Sport Survey* (ERASS) was a joint initiative of the Australian Sports Commission and State and Territory Departments of Sport and Recreation, conducted on an annual basis between 2001 and 2010. The ERASS collected information on the frequency, nature and type of activities participated in by persons aged 15 years and over for exercise, recreation or sport during the 12 months prior to interview. The ERASS ceased operation following the release of its 2010 Annual Report.

From 2011-14 the Committee of Australian Sport and Recreation Officials (CASRO), partnered with the Australian Bureau of Statistics (ABS) to collect data on sport participation among persons aged 15 years and over, through the biennial adult physical activity survey, a module of the ABS' Multi-Purpose Household Survey (MPHS).

In 2014 the Australian Bureau of Statistics (ABS) discontinued all sport and recreation data collection.

The Australian Sports Commission (ASC) has responded by developing the AusPlay survey. From 2015, the AusPlay survey will become the primary data source for government and the sport sector that tracks Australian sport participation behaviours and informs decisions on investment, policy and sport delivery.

In late 2015 the ASC started to brief industry groups on the main topics to be covered in the survey, the reporting cycle, and how sports may benefit from AusPlay information, however the 2015 survey results have still not been released at the time of writing. In lieu of 2015 AusPlay survey results, an analysis of three key pieces of research released in the last five years have been included in this review;

1. Australian Bureau of Statistics survey *Participation in Sport and Physical Recreation, Australia, 2013-14.* This survey analysed participation of people 15 years and over.

2. Australian Bureau of Statistics survey *Children's Participation in Cultural and Leisure Activities, Australia, Apr 2012*. This survey analysed participation of children between the ages of 5 and 14 years.

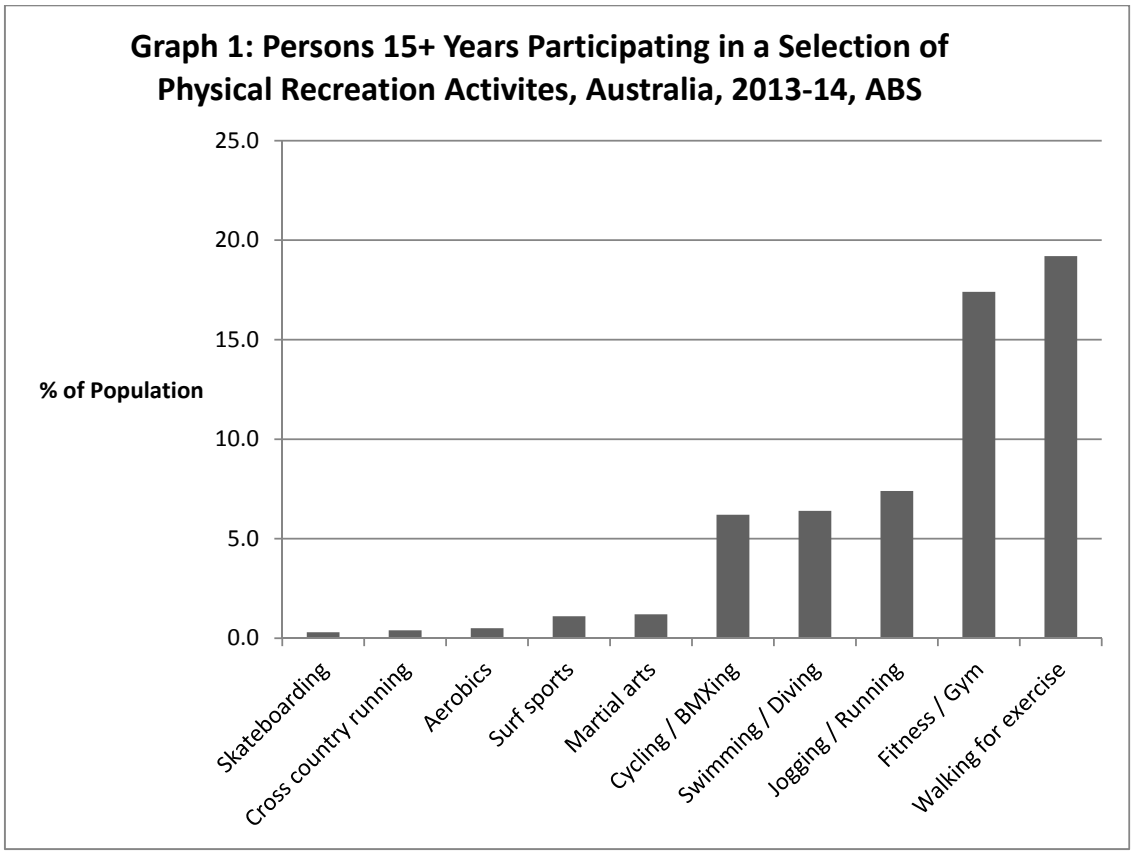
3. Australian Sports Commission *The Future of Australian Sport, 2013*. This report analysed sporting megatrends affecting the sports sector.

Participation in Sport and Physical Recreation, Australia, 2013-14

This survey by the Australian Bureau of Statistics analysed the level of participation of people aged over 15 years in sport and physical recreation activities. It demonstrated a trend toward rise in activities that offered flexible participation that are easier to fit into busy lifestyles than traditional sports.

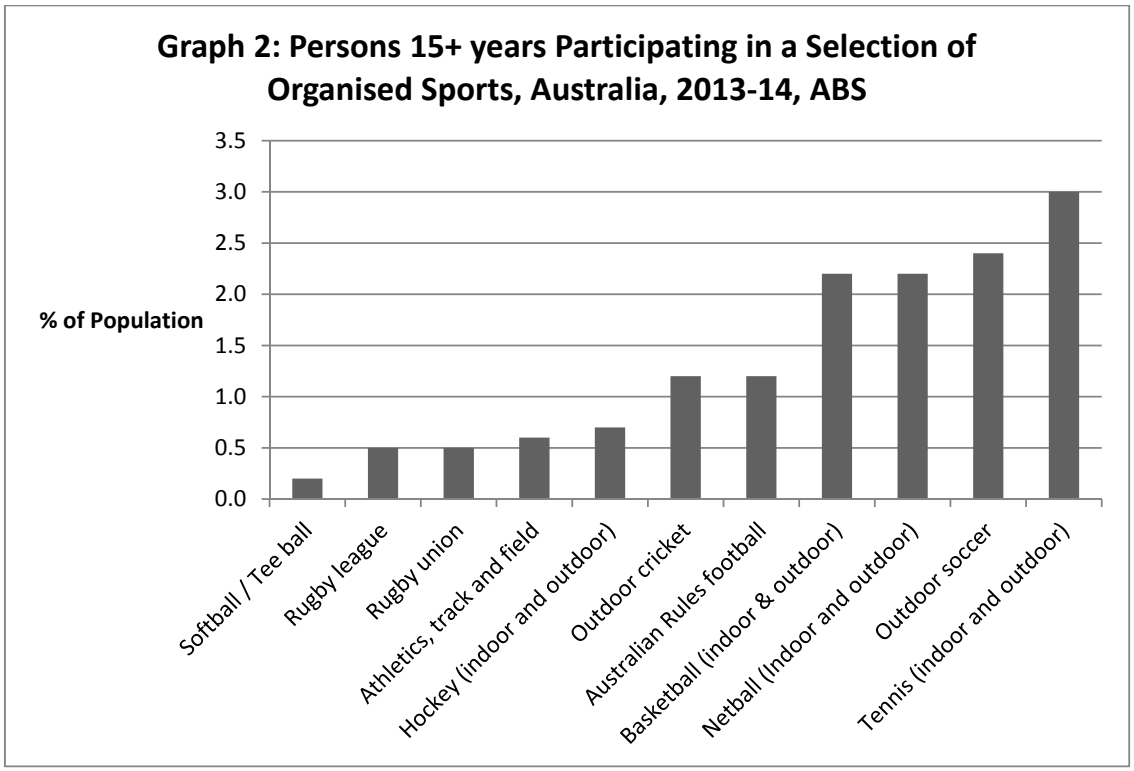
Graph 1 shows the high popularity of physical recreation activities amongst people over 15 years such as cycling, swimming, running and walking for exercise. Walking for exercise ranks the most popular and is undertaken by 19.2 % of the population. Fitness activities at a gym ranks as the second most popular at 17.4% of the population.

Note many physical recreation activities attracting lower participation levels were excluded from the table to make the information presented more easily read. Therefore the table represents a subset of the data from the survey.



In contrast, Graph 2 shows participation levels in organised sports are generally much lower compared with popular physical activity pursuits. Basketball (2.2% of the population), Netball (2.2% of the population), Outdoor soccer (2.4% of the population) and Tennis (3.0% of the population) accounted for the top four most popular sports.

Note many organised sports attracting lower participation levels were excluded from the table to make the information presented more easily read. Therefore the table represents a subset of the data from the survey.



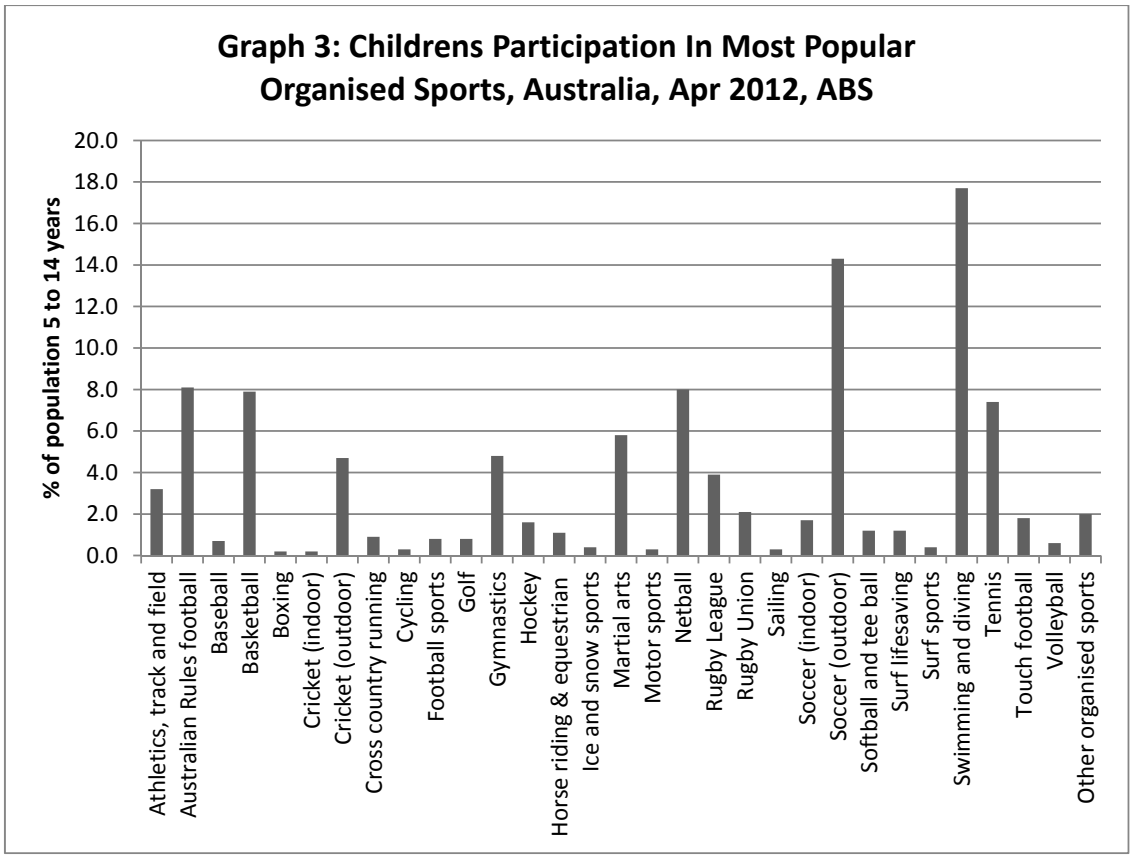
Children's Participation in Cultural and Leisure Activities, Australia, Apr 2012

This survey by the Australian Bureau of Statistics analysed the level of participation of children aged 5 to 14 years in a full range of cultural and leisure pursuits. For the purposes of the Sports Facility Plan review, only the analysis of sports participation has been included.

The survey shows the top five most popular sports for Australian children are swimming (17.7% participation rate), Outdoor soccer (14.3% participation), Australian Rules Football (8.1% participation), Netball (8.0%), and Basketball (7.9%).

The next five most popular sports include tennis (7.4%), martial arts (5.8%), Gymnastics (4.8%), Outdoor cricket (4.7%), and Athletics - track and field (3.2%).

Graph 3 compares shows the participation rate by children aged 5 to 14 years in a wide range of sports.



The Future of Australian Sport

In 2013 the CSIRO developed a report for the ASC called *The Future of Australian Sport*. This report identified six megatrends shaping the sport sector over the next 30 years. The following megatrend summaries have been extracted from the report's Executive Summary;

1. A Perfect Fit

Individualised sport and physical activities are on the rise. People are fitting sport into their increasingly busy and time-fragmented lifestyles to achieve personal fitness health objectives. Participation rates in aerobics, running, walking, along with gym membership, have all risen sharply in the last decade while participation rates for many organised sports have held constant or declined. People are increasingly opting to go for a run with headphones and a music player when the opportunity arises rather than to commit to a regular organised sporting event. Australians are becoming more health conscious. We are increasingly playing sport to get fit, rather than getting fit to play sport.

2. From Extreme to Mainstream

This megatrend captures the trend of lifestyle, adventure and alternative sports which are particularly popular with younger generations. These sports typically involve complex, advanced skills and have some element of inherent danger and/or thrill seeking. They are also characterised by a strong lifestyle element and participants often obtain cultural self-identity and self-expression through these sports. These sports are likely to attract participants through generational change and a greater awareness via online content (eg Youtube, Facebook, Twitter). There is strong viewer demand for extreme sport videos on the internet and television. These sports are also finding their way into the Olympic Games; with a recent addition being BMX cycling, introduced at the Beijing 2008 Olympics. International associations for skateboarding and rock climbing are making substantial efforts to have these included as Olympic sports in the future.

3. More than sport

The broader benefits of sport are being increasingly recognised by governments, business, and communities. Sport can help achieve mental and physical health, crime prevention, social development and international cooperation objectives. Sport for children and adults is an effective means of reducing the rising rates of obesity and chronic illness. If managed appropriately, it can be an effective mechanism to help achieve social inclusion for marginalised groups and reduce crime rates. Sport can also build bridges to other countries and achieve overseas aid, peace, development and foreign policy objectives.

4. Everybody's Game

Australia and other countries of the Organisation for Economic Cooperation and Development (OECD) face an aging population. This will change the types of sports we play and how we play them. There are indications that Australians are embracing sport into their old age. To retain strong participation rates, sports of the future will need to cater for senior citizens. They will also need to cater for the changing cultural makeup of Australia. Australian society has become, and will continue to become, highly multicultural. Different cultures have different sporting preferences and recreation habits. Sporting organisations will be challenged with capturing the interest and involvement of diverse cultures.

5. New Wealth, New Talent

Population and income growth throughout Asia will create tougher competition and new opportunities for Australia both on the sports field and in the sports business environment. Asian countries are investing heavily in sports capabilities and, especially in the case of China, have rapidly improved the chance of gold medal outcomes at the Olympics over recent decades. As disposable incomes grow, the populations of Asian countries are becoming more interested in sport. This may create new markets for sports television, sports tourism, sports equipment, sport services and sports events.

6. Tracksuits to Business Suits

Market forces are likely to exert greater pressure on sport in the future. In some sports, elite athletes have had considerable pay increases and sponsorship deals. This has not occurred in other sports. Sports with higher salaries may draw athletes away from those with lower salaries. Loosely organised community sports associations are likely to be replaced by organisations with corporate structures and more formal governance systems in light of market pressures. The cost of participating in sport is also rising and this is a participation barrier for many people.

2.2 OVERVIEW OF LOCAL PARTICIPATION TRENDS

As part of the Sports Facility Plan review, local participation/membership levels in the last five years across the 12 focus sports were analysed.

Comparison of Data from 2010 Plan and the 2015 Review

The registrations data used for the 2010 Plan was mainly sourced from surveys to local sports groups and associations in 2008.

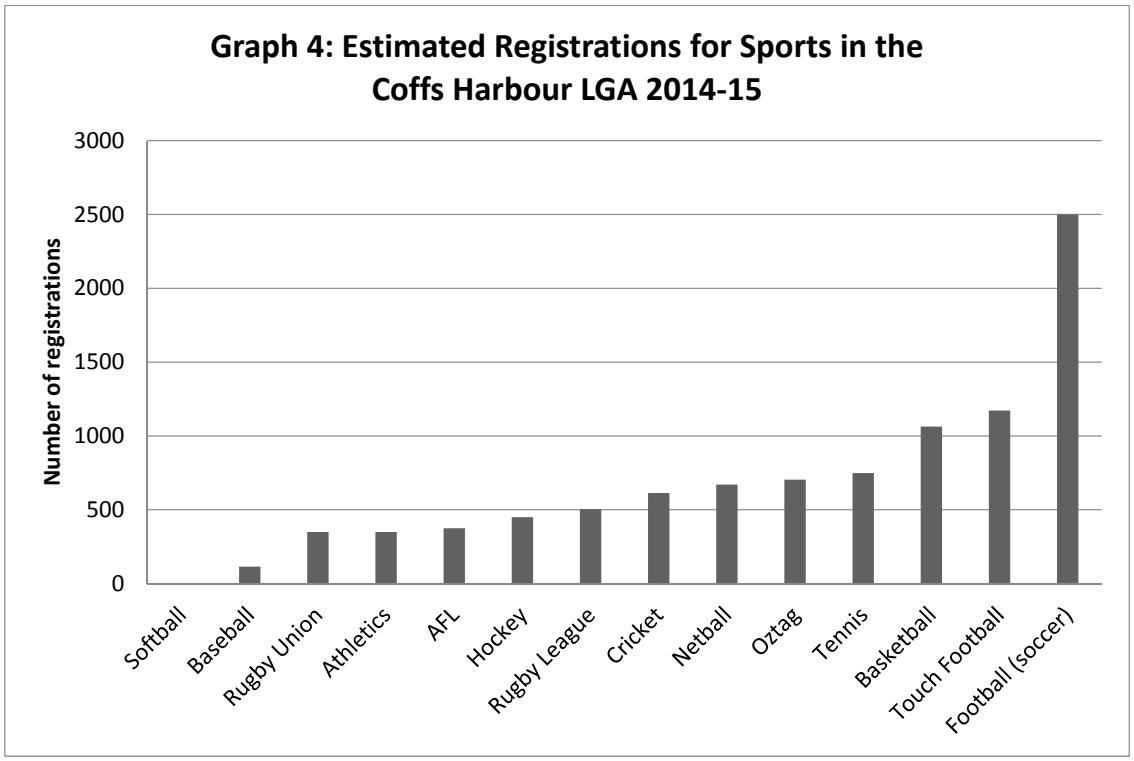
The 2015 Review has had a greater reliance on seeking official registrations numbers from the relevant NSW peak sporting bodies the local clubs and associations they are affiliated with.

The two different methods of sourcing registration data, has provided the opportunity to cross reference the data supplied in the surveys in 2008 with actual figures from the peak body, and it has indicated that some of the registration data provided in 2008 was inflated.

As a result there is a strong concern comparing 2008 and 2015 figures as it is not comparing like figures and have resulted in exaggerating the decline in registrations across a range of sports.

Instead of including a graph directly comparing 2008 and 2014-15 registrations data, the demand analysis section of each sport includes considered discussion on whether the sport has experienced growth or reduction in registrations, and includes a qualitative description of the perceived trends in registrations over the last five years for sports clubs in the Coffs Harbour LGA.

In addition, Graph 4 has been included to demonstrate the comparison of 2014-15 membership registrations across the focus sports.



Summary of Local Participation Trends

From the twelve focus sports, none have undergone significant growth between 2010 and 2015.

Over this period athletics, cricket and football (soccer) have remained stable or have had marginal growth. All the other sports have experienced marginal, small or moderate decline in registrations, and softball, has ceased all activity.

Some general decline in the sporting sector is consistent with the sporting sector megatrends reported by the ASC in 2013. The megatrends appear to be in response to a broader lifestyle and cultural change which has significantly affected the way people are choosing to recreate. Locally, the affects appear to have happened quickly and significantly. It has resulted in traditional sports now competing with of a range of other physical recreational activities.

Sport continues to be a very important service that Australians seek out, but for sports to thrive in the future they must adapt to the changing needs of their customers. They need to adapt to the megatrends and consider reshaping their core product and how it is delivered into the marketplace. In other words, for traditional sports to grow, they will need to take a more flexible approach to how they shape, deliver and market their product.

CHAPTER 3 - SPORTS FACILITY NEEDS ANALYSIS

3.1 AFL

(Refer to page 25 of the Coffs Harbour Sports Facility Plan 2010)

DEMAND

1. Across Australia, AFL continues to demonstrate growth. For example in 2014 there were 178,552 Auskick registrations (up 3.5% on 2013) and 331,304 registrations in Club football (up 3.1% on 2013). Other highlights from 2014 included 15% growth in female participants to 194,966, 10% growth across NSW and QLD, and 8% growth in traditional markets.

2. Female participation in Australian Rules football increased nationally by 46% in 2015. There were 163 new female football teams formed in 2015, with the number of women now taking part in the game reaching 284,501 (Source: AFL). To date, however, there are no girls or women's competitions in the LGA.

3. In contrast, total club membership numbers amongst the Clubs based in the Coffs Harbour LGA have dropped from 450 in 2008* to 375 in 2015**. The 2010 review considered AFL as an emerging sport with increases in registrations expected in the years following the review, but that has not occurred yet.

4. Senior Club numbers have remained stable with the 2008* figure of 175 comparing similarly to the 2015** result of 177. Junior registrations for Club AFL however have trended down from 275 in 2008* to 198 in 2015.

5. Since the last review, the Coffs Harbour Swans and the North Coffs Kangaroos Clubs have merged to form a new club called the Coffs Harbour Breakers. This appears to have created a stronger club with healthy club registrations. The Breakers Club is based at Fitzroy Oval, the Swans former home ground.

6. The Woolgoolga Blues (seniors) have been in recess since the 2010 Plan was developed. The Northern Beaches Juniors Club have continued, but have not been able to field teams in all divisions, with only two Auskick teams entered in 2015, representing a total of 23 players.

7. The Swans Academy, a regional program for developing elite junior players, continues to be well supported and is providing important pathways for players aiming to progress to higher levels of participation.

8. A number of elite AFL teams including the Sydney Swans and Geelong Cats have conducted training camps at Coffs Harbour, and the level of provision at the C.Ex Coffs International Stadium played an important role in attracting the teams to the city.

9. Overall, since 2010 there has been a small reduction in Club AFL demand resulting mainly from a drop in junior numbers. However it is expected the recent focus on delivery of Auskick programs and in school programs to juniors will, in the longer term, positively affect club membership.

*2008 figures were provided to Council by local sport clubs and associations when the initial community consultation was done at the commencement of researching and preparing the 2010 Sports Facility Plan.

** 2015 data sourced from the AFL NSW/ACT Northern NSW Region office.

UPDATES ON FACILITY PROVISION AND TRENDS

1. Facility quality, rather than facility supply is the key challenge for provision for this sport.
2. Some significant improvements have been delivered since the 2010 Plan;
    a. Richardson Park - subsurface drainage.
    b. Fitzroy Oval - installation of floodlighting.
    c. Jetty Oval - use of this venue discontinued use as an AFL training venue when the floodlights were installed at Fitzroy Oval.
3. During the winter season, the venue formerly used as a home base by the former North Coffs Kangaroos, Coffs Coast Sport and Leisure Park Field No.1, will be returned to its primary role of providing for regional training requirements, including the AFL Swans Academy.
4. New AFL versions of the game such as AFL Nines and Masters AFL have been introduced locally and are expected to drive further demand, however it is expected the demand will not trigger the need for any additional AFL ovals.

RECOMMENDATIONS FOR AFL

Existing Ovals (User Group)	Changes
Centennial Oval (Woolgoolga Blues and Northern Beaches Juniors)	• Upgrade the floodlighting. • Provide additional permanent storage. • Alleviate water pooling in front of amenities block. • Provide car parking along Fawcett Street. • Consider a new drop in cricket wicket for installation at Centennial Oval in order to provide a better playing field surface for football codes playing at the venue.
CCSLP Oval 1	• Provide a permanent canteen facility. • Upgrade storage from temporary to permanent. • Install an electronic scoreboard. • Seal the car park adjacent to Oval 1.
Richardson Park (Sawtell-Toormina Saints)	• Relocate existing floodlights or install new ones in more appropriate locations to light the oval. • Provide additional permanent storage. • Extend and seal car park.
Fitzroy Oval (Coffs Harbour Breakers)	• Replace the amenities block and include a canteen, good provision for shade/shelter and secure internal storage. • Install sub-surface drainage.

RECOMMENDED FUTURE NEW OVALS

1. To consider the possible inclusion of an AFL oval at the future Moonee Sports Complex or future West Woolgoolga Sports Complex pending future investigation findings.

2. To design any future amenity blocks that will be used by women footballers to be “female friendly”.

3.2 ATHLETICS

(Refer to page 27 of the Coffs Harbour Sports Facility Plan 2010)

DEMAND

1. State wide, Little Athletics had 37,698 registrations in 2014/15**. This represents a small increase on the 2010/11** registrations of 35,768. During those five years total numbers reached a peak in 2012/13** with 41,661 registrations. This rise is probably associated with a rise in interest following the 2012 Olympics.
2. Regionally, when the registrations of Coffs Coast Little Athletics and Woolgoolga Little Athletics are combined, it indicates that the Coffs Harbour LGA has a strong participation rate that is comparable or above other regional centres such as Lismore, Ballina, Port Macquarie and Tamworth.
3. Little Athletics represents the majority of demand for track and field facilities in the LGA. The membership numbers for Little Athletics have been very consistent with the Coffs Coast Club recording annual membership numbers between 250 and 270 for the last five years**.
4. The Woolgoolga Club were more variable with numbers falling to 43 in the 2010/2011 season, but numbers have recovered with the three seasons recording membership between 100 and 107**.
5. In 2014/15** the combined registrations for the Coffs Coast and Woolgoolga Clubs was 350. This demonstrates a significant increase in participation compared to 2008*.

   *2008 figures were provided to Council by local sport clubs and associations when the initial community consultation was done at the commencement of researching and preparing the 2010 Sports Facility Plan.

   ** 2010/11 to 2014/15 data sourced from Little Athletics NSW annual reports.

UPDATES ON FACILITY PROVISION AND TRENDS

1. Facility quality, rather than facility supply is the key challenge for provision for this sport. The biggest issue facing the sport is the lack of a year round permanent facility that would facilitate year round training. The lack of high standard permanent facilities hampers participation and does not facilitate athletes developing to their full potential and following elite program pathways.
2. Some significant improvements have been delivered since the 2010 Plan;
   a. The Coffs Coast Club (formerly known as the Sawtell/Toormina Little Athletics Club) continues to be based at Toormina Oval and has made investments in equipment and storage in the last few years. They have recently made considerable investments in the construction of additional new long jump pits and throwing cages at the venue.
   b. Council has installed security lighting in the car park at Toormina Oval.
   c. Woolgoolga Little Athletics continue to use Woolgoolga Sportsground.
3. The upcoming 2016 Olympic Games in Rio and the 2018 Commonwealth Games are expected to produce short term boosts to athletics registrations in the year following the events. The high media profile afforded to these events is one of the key reasons for the expected spike in interest in athletics.

Unfortunately the post Games boost in registrations is usually followed by reductions the following years, creating a cyclical rise and drop in numbers.

4. Long Term

The next major improvement in facility provision aspired to by the athletics community is the development of a permanent grass track, thus enabling year round training. The lack of a suitable site is holding preventing this development in the short to medium term. Long term, York St Oval is a potential site large enough to accommodate a track, however access to this site is not feasible until Northern Storm Football Club is relocated to the future Moonee Sports Complex. Stage 1 of the Moonee facility is estimated for completion in 2033.

Access to a synthetic track however is the key aspiration of the athletics community. These facilities are rarely available in regional areas, evidenced by an absence of synthetic tracks between Newcastle and the Gold Coast. This is starting to change however with the first NSW regional synthetic track, Barden Park Regional Centre of Excellence for Athletics, reported to being built in Dubbo in 2014 for $5.7 million which included $1.7 million for the track, $3million for a grandstand and $1 million for ancillary facilities and land purchase.

Tamworth City Council is also reported to be planning to build a synthetic track which forms part of their Northern Inland Centre of Excellence, which will deliver a range of other sporting infrastructure such as a velodrome. The project has a budget estimate of $17 million and is dependent on available funding.

York St Oval offers some potential as a future site for a synthetic track because it is reasonably unaffected by flood and is a large, central site.

There is, however, no data available from industry groups or peak bodies which indicates the threshold of registrations needed to be reached in order for a large investment of this kind to be financially sustainable. As a result, there would need to be further investigations made into the feasibility of a synthetic track and its ongoing operations before a recommendation to plan for a synthetic track could be made.

Nevertheless, it is expected that the provision of a regional athletics centre with a national standard track would increase participation to some degree. The new Barden Park Regional Centre and the prospective facility at Tamworth will serve as useful test cases for quantifying increases in registrations and participation resulting from the provision of these facilities in regional areas.

RECOMMENDATIONS FOR ATHLETICS

Existing Facilities (User Group)	Changes
Woolgoolga Sportsground (Woolgoolga Athletics Club)	*Retain as a seasonal grass track.* • Install sub-surface drainage into the eastern rugby league field. • Install floodlighting to the eastern field.

Toormina Sports Complex (including Toormina Oval) (Coffs Coast Little Athletics Club) C.ex Coffs International Stadium	• Upgrade the existing floodlighting on the western field. • Install new additional amenity block. • For Toormina Oval to remain the home ground for Coffs Coast Little Athletics in the short to medium term. *Retain as a venue for carnivals.*

RECOMMENDED FUTURE NEW TRACKS

1. For York St Oval to be the proposed future venue for a permanent grass athletic track after Northern Storm Football move to Moonee Sports Complex.

2. For an investigation into the feasibility of a national standard synthetic track at York St Oval be undertaken in the lead up to the future transition of Coffs Coast Little Athletics from Toormina Oval to York St Oval, including a review of the submitted Business Plan for a Regional Athletics Centre.

3.3 BASEBALL

(Refer to page 29 of the Coffs Harbour Sports Facility Plan 2010)

DEMAND

1. Baseball across Australia enjoyed seven years of consecutive growth in membership between the years 2008* and 2014, and reported 48,797 for national member registrations in 2014. This steady growth in membership resulted in more players and volunteers now actively involved in baseball now than there were in the halcyon days of the mid 1990's.

2. Total registrations for the Coffs Harbour Baseball Association have dropped from 153 in 2008* to 115 in 2015**. Numbers appear to be recovering after total memberships fell to 92 in 2014^.

3. In 2015**, the registrations were spread across three clubs; Dodgers (40 members), Allstars (37 members) and Bluesox (38 members).

4. The split of membership between juniors and senior registrations in 2008* was 105 seniors and 48 juniors, but the split between juniors and seniors for 2015** was unavailable at the time of writing this report.

   *2008 figures were provided to Council by local sport clubs and associations when the initial community consultation was done at the commencement of researching and preparing the 2010 Sports Facility Plan.
   ** 2015 data sourced from Baseball NSW.
   ^ 2014 data sourced from seasonal booking request.

UPDATES ON FACILITY PROVISION AND TRENDS

1. The Coffs Harbour Baseball Association was highly dissatisfied regarding the use of Coffs Coast Sport and Leisure Park (CCSALP) as its central competition and training venue in 2015 following restricted access to their main venue. This resulted from a long established condition of hire which provides preference of use being given major events, such as the World Touch Titles, over the seasonal hirer. Relocation to Reg Ryan Oval was necessary to maintain a weekly competition structure, albeit in a modified format to the usual. Occasionally these interruptions to seasonal hire at CCSALP will continue to happen in the future owing to Council's aim to attract major events to this multipurpose regional venue.

   In response to the dissatisfaction of the Association with the displacement of their activities during major events in 2015 and with the fees and charges relating to venue hire, alternate locations for a baseball facility have been investigated but none have been identified. Therefore, the consolidation of baseball at CCSALP continues to be the recommendation, with the main back net facilities at Reg Ryan Oval (ie the NW back net) to be retained as a backup facility when needed.

2. In 2015 the satellite facilities at Reg Ryan Oval, Bray St, have proven valuable as a centrally located back-up facility for the occasions when Coffs Coast Sport and Leisure Park is being used for a major event.

3. Provision of a second permanent back net at the Coffs Coast Sport and Leisure Park venue is the Baseball Association's current key focus for development. The Association is aiming to relocate and renovate the southeast diamond at Reg Ryan Oval to achieve this need. The new second back net will

not be able to be supported with a permanent diamond owing to the other multi-purpose sport needs at this venue, but will serve to supplement the main diamond facilities.

4. Since 2010, Coffs Harbour Baseball Association has completed its transition from a decentralised model for training and competition to a centralised model based at Coffs Coast Sport and Leisure Park. In response to reduced need, former satellite training facilities at Richardson Park have been removed. Additionally, the Woolgoolga baseball back net at Clive Joass Sports Park , High St, is toward the end of its asset life, and its low use and high renewal costs doesn't appear to support its renewal (a cost which is met by the relevant club or association).

RECOMMENDATIONS FOR BASEBALL

Existing Fields (User Group)	Changes
<u>Competition</u>	
CCSLP Ovals 2 & 3 (Coffs Harbour Baseball Association)	• Consolidate baseball at CCSLP as the home of the Coffs Harbour Baseball Association with access to two baseball diamonds and a batting cage. • New permanent back net in the vicinity of the temporary diamond currently in use on Oval 2. • Install shade/shelter. • Seal the car park adjacent to Oval 3.
<u>Training Nets</u> High Street Sports Complex	• No longer used. Remove baseball / softball back net and practice field from the lower sports field.
Reg Ryan Oval: 1 senior	• Retain NW back net as a back-up facility for when major events lead to CCSALP being unavailable.

RECOMMENDED FUTURE NEW FIELDS / NETS

1. Develop a new permanent back net adjacent to Oval 2 at CCSLP, as per the Coffs Coast Sports and Leisure Park Master Plan.

2. Install a new batting cage adjacent to Oval 3, as per the Coffs Coast Sports and Leisure Park Master Plan.

3.4 BASKETBALL

(Refer to page 31 of the Coffs Harbour Sports Facility Plan 2010)

DEMAND

1. State wide, basketball remains a very popular sport with 52,039 registrations in 2014*. This demonstrates steady growth in basketball in NSW with membership lifting from 2010* levels of 45,012 registrations.
2. In NSW, since 2010* there has been an overall trend of increasing numbers of senior registrations, however all the increase has resulted from increased participation of males, while women's registrations have dropped slightly over the same period.
3. In NSW, since 2010* there has been an overall trend of increasing junior registrations, however most of the increases have been the result of an increase in male participation, with female participation remaining flat.
4. In the last five years Bellingen Association's total membership numbers have dropped from 101 in 2010* to 67 in 2014*, but have been stable in the years 2012*/13*/14*. Membership numbers are closely aligned to representative team nominations.
5. Since the last review, the Bellingen Basketball Association relocated much of its activity from outside the Coffs Harbour LGA to within the LGA, firstly basing their organisation at Sportz Central, and more recently moving most of their training to the Branson Centre at Bishop Druitt College. Significant numbers of players from the Bellingen Association representative teams reside in Coffs Harbour, although their numbers remain small compared with the Coffs Harbour Association.
6. Coffs Harbour Association's total number of members dropped from 1098 in 2010* to 996 in 2014*.
7. Coffs Harbour Association's senior registrations are trending up slightly with small growth, while junior membership has been trending down since the 2010 Plan.
8. In 2008 the Coffs Harbour Association reported the total registration numbers were 1800. The Bellingen Association was based outside the LGA in 2008 and consequently was not included in the data capture for 2010 Plan. Available records from Basketball NSW now available show the actual registrations for Coffs Harbour in 2008* was 1354, indicating an overestimation of 446 in that year. This report will now consider;
    - the 2008 total registrations for basketball in the LGA was 1354 and included only the Coffs Harbour Association, and
    - the 2014 total registrations for basketball in the LGA was 1063, and included the combined registrations of Coffs Harbour and Bellingen Associations.
    - Therefore, there has been a small to moderate reduction in total registrations for the LGA since the 2010 Plan was undertaken. Despite this reduction, the sport continues to be one of the most popular in the LGA.
9. Indoor Court Provision (for all indoor sports):

    The benchmark referenced in the 2010 Sports Facility Plan indicates a need of one indoor court per 10,000 residents. Current provision is 5 courts (3 full sized courts at Sportz Central and 2 full-sized

courts at the Branson Centre.) Using this guide the LGA has a current deficit of 2 courts, although current usage levels suggest that general demand is being met.

There still may be latent demand from other indoor sports, especially Futsal, a sport which has large competitions in neighbouring regional centres, but is still an emerging sport in Coffs Harbour.

*Data sourced from Basketball NSW

UPDATES ON FACILITY PROVISION AND TRENDS

1. Demand for indoor court space has been eased with the opening of the Branson Centre at Bishop Druitt College in 2013.The Centre provides two quality indoor courts and associated facilities such as change rooms etc. It is available for hire after school hours for a range of sporting uses such as basketball, netball and volleyball. On weekends and school holidays it also used to host tournaments (eg Northern Junior League for Basketball) as well as training camps for a variety of sports. Use for training camps has been enhanced by the construction of hospitality education facilities which can provide kitchen facilities, mess hall and meeting room facilities for groups, as well as easy access to the adjacent grass playing fields.

2. In 2014 a new management contract for Sportz Central was awarded to Basketball NSW. While encouraging participation in a range of indoor sports is part of the management charter, it is expected that over time, Basketball NSW's involvement at the venue will help to grow basketball demand in the region.

3. Despite undergoing several improvements over the last 15 years, Sportz Central no longer meets today's standards for court perimeter space across a range of indoor sports, including basketball and netball, and doesn't provide enough change rooms to properly cater for large sport events. This limits opportunities to attract major events, and places Coffs Harbour at a disadvantage when competing against other regional centres such as Tamworth and Port Macquarie, who have invested heavily in new indoor sport facilities. The widening facility gap between the standard of facilities at Sportz Central and other regional indoor centres highlights the need to expand Sportz Central by adding extra courts.

4. The 2010 Sports Facility Plan included a recommendation to investigate two potential sites (Moonee and West Woolgoolga) for suitability to include a future indoor sports facility. In 2011 Council confirmed its support for the West Woolgoolga site and the site master plan was reviewed to incorporate a multi-purpose indoor centre. The 2014 Open Space Developer Contribution Plan included a schedule of works to continue development on the open space provision including;

    a. Installation of electricity, sewer and water services in 2016/17. This was scheduled earlier than the main body of work to facilitate the efforts of the Northern Beaches Chamber of Commerce to secure funding for the multipurpose centre. This timing will be reviewed on a needs basis.
    b. Development of the eastern playing field precinct (stage 1) in 2023-25. This is planned to include access road and car parking provision, multipurpose grass playing fields, floodlighting, and an amenities block.

5. In 2013, the Northern Beaches Chamber of Commerce engaged an architectural firm to develop concept plans for the Northern Beaches Multipurpose Centre at the future West Woolgoolga Sports Complex site. Stage 1 featured two indoor courts, and stage 2 included a third court. The project remains unfunded.

6. In 2015 Basketball NSW commissioned a study to guide future facility provision though out the state. While not yet released at the time of writing, Basketball NSW have advised they are recommending a minimum of 4 courts for future facility development to help optimise ongoing financially sustainability.

RECOMMENDATIONS FOR BASKETBALL

Existing Facilities (User Group)	Changes
Sportz Central: 3 full-size courts (Coffs Harbour Basketball Association)	• To construct an expansion of court space and player facilities pending the outcome of a feasibility study and business plan scheduled to take place in the short term. • Provide additional car parking.
Coffs Harbour Education Campus / Southern Cross University: 1 court	• To continue to explore potential partnerships with CHEC and Southern Cross University in relation to sports related infrastructure which offer mutual benefit for the University, CHEC and the community, as the need arises.
The Branson Centre at Bishop Druitt College: 2 courts	• Support community access.

RECOMMENDED FUTURE NEW COURTS

1. To construct an expansion of court space and player facilities at Sportz Central pending the outcome of a feasibility study and business plan scheduled to take place in the short term.

2. To undertake a feasibility study and business plan for a future multipurpose indoor centre at the West Woolgoolga Sports Complex in the short term.

3. For the business and feasibility plan to consider Basketball NSW's facility development recommendations including the minimum number of courts.

4. To build a future multipurpose indoor centre at West Woolgoolga Sports Complex site, pending the outcome of the feasibility study and business plan.

5. As single tennis courts in rural and coastal village locations are upgraded to hard court surfaces, consider including basketball infrastructure to make these facilities multi-purpose.

3.5 CRICKET

(Refer to page 33 of the Coffs Harbour Sports Facility Plan 2010)

DEMAND

1. In 2013/14 season, state wide participation in cricket rose by 17% to 314,655^. This growth was largely attributed to a sharp rise in the number of children participating in Cricket NSW managed school programs, combined with NSW and ACT being combined in reporting for the first time. The key focus for Cricket NSW was assisting the transitioning of children from school programs to clubs.

2. By the 2014/15 season, state wide participation had reached 354,955^^, and represented a 13% growth on the previous year. Some Club growth was achieved primarily in the senior social formats (T20 competitions) and the increased uptake of MyCricket in regional areas leading to more accurate and improved data collection methods.

   This growth was supported by Cricket NSW placing an increased emphasis on Club pathway programs, and investing in 21 Development Managers and 4 Development Leaders around the state.

3. In the North Coast region, participation in the 2014/15 season reached 21,328^^ and represented a growth of 21% from the 2013/14 reporting period. The 2014/15 figures demonstrated significant growth across entry level and school programs, the junior Club cricket holding steady, but a 12% decline in traditional senior cricket and a 41% decline in indoor cricket.

4. The Coffs Harbour District Cricket Association senior competition has expanded slightly during the six year period between then 2010/11 and 2015/16 seasons from 27 to 29 teams**. In 2008* senior membership was reported as 300. In the 2014/15 season the association reported a total of 338 players in the competition which comprised of 265 senior players and 73 juniors playing in senior grades.

5. The Coffs Harbour District Junior Cricket Association competition has expanded slightly during the six year period between then 2010/11 and 2015/16 seasons from 20 to 24 teams**. Reported membership numbers however do not follow the same pattern. In 2008* junior membership was reported as 360 but this has reduced to 276 in the 2014/15 season. While reported membership numbers suggest a decline in membership between 2008 and 2014/15, team number evidence suggests that junior membership has increased across the last six years.

6. The accuracy of the figures submitted by the association may be approximate only. The team number evidence suggests that membership levels have been relatively stable across the last five years. The estimate for total membership of juniors and seniors in 2014/15 is 614.

   * 2008 figures were provided to Council by local sport clubs and associations when the initial community consultation was done at the commencement of researching and preparing the 2010 Sports Facility Plan.
   ** Information sourced from the competition draws on the websites for CHDCA and CHDJCA 2015
   ^ Data source Cricket NSW Annual Report 2013/14
   ^^ Data source Cricket NSW North Coast Game Development Annual Report 2014/15

UPDATES ON FACILITY PROVISION AND TRENDS

1. The main trend seen in senior cricket is towards playing more short-format games such as T20 which can be played mid-week or on Sundays as well as the traditional Saturday. Locally this trend has yet to impact in any major way. Currently the only T20 format is the Under 16's competition.

2. There has been a trend in junior club cricket to play matches mid-week during the evenings. Also, a range of new products such as MILO T20Blast Gala days and MILO in2CRICKET skills programs have been introduced in the past couple of years to aimed and offer new and alternate ways for children to be introduced to cricket outside the club cricket setting. Transitioning these participants in to the club competition is a key objective.

3. Some significant facility improvements have been delivered since the 2010 review;

    a. Richardson Park - subsurface drainage.
    b. Fitzroy Oval – installation of floodlighting.

4. Planning for the transitioning of Brelsford Park from a cricket facility to a city park and community recreational space is continuing as per the adopted 2013 Brelsford Park Master Plan. This master plan formed part of the Coffs Harbour City Centre Master Plan 2031 which was adopted on 14 March 2013. This transition is being facilitated by the renewal of the amenities at the nearby Fitzroy Oval in 2016, together with the development of new turf wicket facilities at Coffs Coast Sport and Leisure Park East precinct. The last season of cricket competition at Brelsford Park is expected to be the summer of 2016/17.

5. Upgrades expected to be delivered in the next 5 years include;

    a. Renewal of Fitzroy Oval amenities block in 2016.
    b. New turf wicket and storage facility at Coffs Coast Sport and Leisure Park East, adjacent to the existing synthetic surface thereby creating the first dual wicket in the LGA.
    c. Installation of subsurface drainage at Fitzroy Oval.
    d. Floodlighting and irrigation at Richardson Park.

6. England's Park has not been used for CHDJCA junior competition cricket since the 2010 Plan.

RECOMMENDATIONS FOR CRICKET

Existing Ovals	Changes
Centennial Oval: 2 synthetic (although both wickets cannot be used concurrently for senior matches, but can be for junior matches)	• No change.

High Street Sports Complex: 1 turf, 1 synthetic	• Remove the baseball / softball back net and practice field from the lower sports field • Relocate the southern screen to facilitate soccer use in winter. • Replace the turf wicket with a synthetic wicket once a new turf wicket is established at the proposed new West Woolgoolga Sportsground.
Brelsford Park: 1 turf	• Cease use after 2016/17 Summer season.
Fitzroy Oval: 1 turf	• Upgrade the amenities block.
Jetty Oval: 1 synthetic	• No change.
Englands Park: 1 synthetic (only limited cricket use in recent years)	• Limit cricket competition to young junior teams only due to the reduced oval size (i.e. unsuitable for U13s and above). • To monitor sporting and casual recreational use of England's Park over the next five years and to assess whether there is sufficient demand to retain it as a district sport facility, and to investigate demand for other recreational uses on the site.
Reg Ryan Oval: 1 synthetic	• No change
Forsyth Park (McLean St Reserve): 1 synthetic	• No change.
CCSLP: 2 turf, 1 synthetic	• Retain synthetic wicket (Eastern precinct) and construct new turf wicket to create a dual wicket. • Construct storage shed.
Nana Glen Sports, Recreation and Equestrian Centre: 1 synthetic	• No change.
Nana Glen Sports Field: 1 synthetic	• Provide a new amenities block. • Formalise the car parking. • Install shade/shelter.
Boambee Reserve: 1 synthetic	• No change.
Toormina Sports Complex (including Toormina Oval): 1 synthetic	• Develop new amenity block
Sawtell Oval: 1 synthetic (only limited cricket use in recent years)	• Cease cricket, pending the need to use part of the Sawtell Oval for the proposed new Regional level tennis centre.
Richardson Park: 2 turf	• Provide additional storage. • Extend and seal car park.

Lower Bucca Sportsground: 1 synthetic (not used)	• Reintroduce use, as required.
Corindi Sportsground: 1 synthetic (not used)	• Reintroduce use, as required.

RECOMMENDED FUTURE NEW OVALS

1. Develop a new District level oval with a synthetic wicket at Combine Street (overlaid onto soccer fields) for juniors.

2. Develop two new District level ovals with synthetic wickets at the new Moonee Reserve (overlaid onto soccer fields).

3. Develop two new District level ovals at the proposed new West Woolgoolga Sportsground (overlaid onto rectangular fields). One oval to have a turf wicket and one to have a synthetic wicket.

4. Develop new District level junior oval with a synthetic wicket at Toormina Sports Complex, if part of Sawtell Oval is required for the development of the proposed Regional level tennis centre. (refer Section 3.13 Tennis).

3.6 FOOTBALL

(Refer to page 44 of the Coffs Harbour Sports Facility Plan 2010)

The 2010 Sports Facility Plan referred to this sport as "soccer". In the last five years, the sports adopted brand of "football" has gained broader acceptance and use in the community. This five year review of the 2010 Plan refers to the sport as football.

DEMAND

1. Northern NSW Football governs football in an area from Lake Macquarie in the south to the northern reaches of the state. It recorded 56,144 registered players in 2014**. Female registrations were 11,585 representing approximately 20% of registered players.

2. Overall participation rose by 7.51% in 2014** compared to 2013. The overall rise in participation was driven largely by a 9.17% increase in juniors (8-11 years), followed by a 2.83% increase in youth (12-18 years), a 2.87% increase in entry level participation (5-7 years) and a 0.5% increase in senior participation (over 18 years).

3. Northern NSW Football is comprised of zones, one of which is North Coast Football (NCF). In 2015, NCF recorded 5,006^ players. Over 4,000 of those players were under 18 years, and were represented by 826 entry level players, 1,555 juniors, and 1,698 youth. Senior players totalled 927.

4. The total number of registered players in NCF has indicated small growth since 2010 when total registrations were 4795^ as compared to the 2015^ figure of 5,006. Growth in the entry level (5 – 7 years) and juniors (8 – 11 years) has driven the growth in the last five years, while senior registrations have remained stable and youth registrations have declined slightly.

5. NCF covers an area from Macksville in the south to Yamba in the north. In 2015, 338^ teams were entered into competitions organised by NCF. Just over half (51%) of those teams (171) were from Clubs based in the Coffs Harbour LGA. From the remaining teams 31% (106) were from clubs based in the Clarence Valley LGA and 18% (61) were from the Nambucca or Bellingen LGA's.

6. Competitions are held for every age group from U/8s to U/16s plus U/17s for boys. Competitions are divided into Coffs and Clarence divisions for most of the junior competitions which allows for less travel to attend games. The seniors division competitions include a premier league and reserve grade for men and women, second grade (men and women), third grade (men) and an over 35's competition.

7. Within the Coffs Harbour LGA, there are 8 clubs. They are listed in the following table and ordered according to how many teams they entered into the 2015^^ competition.

	Club	**Teams Entered in 2015**	**Home Ground**
1	Sawtell	34	Toormina Oval
2	Woolgoolga	28	Clive Joass Sports Park
3	Northern Storm	25	Korora Oval and York St Oval
4	Coffs City United	22	Forsyth Park
5	Coffs Coast Tigers	21	Polwarth Drive Fields
6	Boambee	20	Ayrshire Park
7	Orara Valley	13	Upper Orara Recreation Reserve
8	Corindi	8	Corindi Sportsground
	Total No. Teams	**171**	

Given the absence of registrations for each club being available, with 51% of teams entered in the NCF competitions from the Coffs Harbour LGA, it can be estimated that approximately 50% of the total NCF registrations (5006) are also from the same area. Therefore there are approximately football 2500 players registered with NCF in the Coffs Harbour LGA. In 2008*, the membership numbers reported by the clubs totalled 2,520. Therefore, participants have remained stable over this time.

*2008 figures were provided to Council by local sport clubs and associations when the initial community consultation was done at the commencement of researching and preparing the 2010 Sports Facility Plan.
^ data supplied by North Coast Football in 2015
^^ data drawn from NCF website 2015

UPDATES ON FACILITY PROVISION AND TRENDS

1. There is a trend toward non-traditional forms of football. Northern NSW Football reports the following in its 2014 annual report: "*Non-traditional football continued to be the highest growth sector for participation increasing by 31.1% with 8,909 players participating in Summer 6's, Futsal and other Special competitions and Special tournaments.*" Locally this is evidenced by the thriving 6 a-side competition organised by Coffs City United FC over summer.
2. There is also a trend toward the introduction of synthetic surfaces as demonstrated by Northern NSW's recently opened Lake Macquarie Regional Football Facility which incorporates two full-sized synthetic pitches together with ten 5-a-side synthetic fields.
3. Since the 2010 Plan, the Orara Valley FC and Corindi FC have completed floodlighting upgrades at their home grounds, and Coffs City United FC is in the planning stage for lighting upgrade at Forsyth Park.

RECOMMENDATIONS FOR SOCCER

Existing Fields (User Group)	Changes
Corindi Sportsground: 2 senior (and sufficient space for additional fields, as required) (Corindi/Red Rock Soccer Club)	• Upgrade the amenities block.
High Street Sports Complex: 2 senior, 2 junior (Woolgoolga United Soccer Club)	• Facilitate increased football use of the lower field in winter by removing the baseball / softball back net • Upgrade the floodlighting on south fields. • Install sub-surface drainage and floodlighting on the north fields. • Install irrigation on the north fields. • Install additional shade and storage. • Upgrade the car park.

Korora Oval: 1 senior (Northern Storm Soccer Club)	• Upgrade amenities. • Additional storage and shade. • Plant screen trees along the east boundary. • High fence along the east and north boundaries to mitigate issues arising from neighbouring residential development.
York Street Oval: 4 senior, 4 junior (Northern Storm Soccer Club)	• Upgrade the floodlights on one soccer field. • Provide off-street car parking. • Install shade/shelter across the site. • Extend and upgrade the provision of change rooms, canteen facilities and secure storage.
Forsyth Park (McLean St Reserve): 3 senior (Coffs City United Football Club)	• Upgrade / replace the amenities block. • Upgrade the floodlighting.
Polwarth Drive Sports Field: 2 senior (Coffs Coast Tigers Soccer Club)	• Upgrade the floodlighting on Field 2
Toormina Sports Complex (including Toormina Oval): 2 senior, 2 junior (Sawtell & District Soccer Club)	• New amenities block (as per master plan and incorporate 'female friendly' design). • Install floodlighting on Field 2.
Ayrshire Park: 1 senior, 2 junior (Boambee Football Club)	• Extend amenities block. • Upgrade the floodlighting on the main field. • Install floodlights on second field. • Extend the playing surface of the fields, where possible. • Install perimeter fencing, where required. • Seal the car park.
Boambee Reserve: 2 junior (Boambee Football Club)	• No change.
Upper Orara Recreation Reserve: 1 senior (Orara Valley Soccer Club)	• Upgrade amenities.
Nana Glen Sports Field: 2 senior (not used)	• Provide a new amenities block. • Install shade/shelter across the site. • Formalise the car parking.

RECOMMENDED FUTURE NEW FIELDS

1. Create two senior fields on the lower sports field at High Street Sports Complex by removing the baseball / softball back net and practice field, and relocating the cricket screen.

2. Explore the feasibility of a partnership with a soccer stakeholder to construct a representative team training facility on part of the undeveloped fields at CCSLP west precinct.

3. Develop five new soccer fields (District level) at the proposed new Moonee Reserve.

4. Develop two soccer fields (District level) at the proposed new Combine Street reserve site, with one being senior-size and one junior-size.

5. Develop one new field at the Toormina Sports Complex.

6. Investigate the purchase of a parcel of adjoining farmland at Upper Orara Valley Recreation Reserve and develop a future second full-sized field.

3.7 HOCKEY

(Refer to page 36 of the Coffs Harbour Sports Facility Plan 2010)

DEMAND

1. State wide hockey has experienced modest drops in registrations over recent years. Since 2011, registrations have dropped from 27,590 to 26,072 in 2014. Hockey Coffs Coast has followed this general trend, but numbers appear to have dropped most significantly in the juniors.
2. Regionally, hockey in Coffs Harbour is not as strong as it neighbours with Port Macquarie with approximately 800 registrations and Grafton with over 1000.
3. Generally demand for hockey in Coffs Harbour has experienced small declines with the Association registering approximately 450^ in 2015, 470^ players in 2014, compared with the 550 reported for 2008*.
4. The Coffs Harbour facility is used primarily on Monday, Friday and Saturday for competition and Tuesday, Wednesday and Thursday for training. There is reasonable capacity for increased usage, e.g. Sundays currently have no scheduled regular use.
5. Traditionally Hockey Coffs Coast has hired the grass hockey fields for the Saturday junior winter competition, but the reduced junior numbers in 2015 lead to the decision to transfer the juniors onto the synthetic pitch. The level of junior registrations will determine the need for the grass fields in the future.

*2008 figures were provided to Council by local sport clubs and associations when the initial community consultation was done at the commencement of researching and preparing the 2010 Sports Facility Plan.
^ estimates provided by the association in 2014/15 but not verified.

UPDATES ON FACILITY PROVISION AND TRENDS

1. Since the 2010 review, the synthetic grass surface of the hockey pitch at Coffs Coast Sport and Leisure Park was renewed the Association in 2013. With proper maintenance should last for at least 10 years before renewal is required.
2. In the next few years, the Association is planning upgrades to the covered seating and electronic scoreboard facilities.
3. In 2015 Hockey NSW appointed a Regional Coaching Coordinator (RCC) based in Coffs Harbour, to assist in growing the sport in the Hastings, Clarence and Coffs Harbour regions. One current key focus area focus of the RCC in 2015/16 is the recruitment of juniors. A series of Come n' Try Days in late 2015 were conducted to help grow participation at the grassroots level throughout the catchment area for the Coffs Harbour Association and will include days at Nambucca, Bellingen, Sawtell, Coramba, Woolgoolga.
4. 2015 saw the junior representative team program go into recess. Should this get reinstated in future years, it will increase the demand for the synthetic pitch.
5. The Association is also trying to create more year round participation by running a summer indoor hockey competition at the Coffs Harbour Education Campus gym. In 2015 there was only enough

interest to run a women's competition, but the aim is to extend the competition to juniors and men in future years.

RECOMMENDATIONS FOR HOCKEY

Existing Fields (User Group)	Changes
CCSLP: 1 synthetic hockey field (Hockey Coffs Coast)	• No change.
CCSLP: grass hockey field area (Hockey Coffs Coast)	• No change. • Install car park south of the existing amenities block.
Coffs Harbour Education Campus Gymnasium (for Summer indoor competition)	• No change

RECOMMENDED FUTURE NEW FIELD

1. Develop a second synthetic hockey pitch at CCSLP East when membership levels consistently reach 700 to 800, and as a medium term project.

2. Construct new shelter and amenities in conjunction with the development of the second synthetic pitch at CCSLP East.

3.8 NETBALL

(Refer to page 38 of the Coffs Harbour Sports Facility Plan 2010)

DEMAND

1. State wide registrations for netball have experienced slight growth in recent years, with total NSW registrations increasing approximately 3.5% between 2010^ and 2014^ by increasing from 109,151 to 113,030.
2. Netball is represented in the LGA by Coffs Harbour Netball Association and Woolgoolga Netball Association. The combined number of registrations for the two associations in 2010^ was reported as 779. In comparison, the combined registrations in 2014^ were 671, indicating total registrations for netball in the LGA declined by approximately 16% between 2010 and 2014.
3. In 2008*, total registrations for netball in the Coffs Harbour LGA was reported as 830 compared with 671 in 2014, thus indicating a decline over this period.
4. The decline in numbers is mostly due to a reduction in memberships at the Coffs Harbour Association with their 2010^ membership of 585 comparing to 484 in 2014^. This represents a 20% decline in membership. In contrast, Woolgoolga membership has remained quite stable in that period with 2010^ registrations of 194 comparing to 187 in 2014^.
5. From a regional perspective, membership levels in the Coffs Harbour LGA appear to be significantly lower than other regional areas of similar size. For example in 2014^, the Port Macquarie Association had 1231 members, Lismore had 944 members, and Tamworth had 1519.

*2008 figures were provided to Council by local sport clubs and associations when the initial community consultation was done at the commencement of researching and preparing the 2010 Sports Facility Plan.
^ Other data sourced from Netball NSW annual reports 2010 to 2014.

UPDATES ON FACILITY PROVISION AND TRENDS

1. Since the 2010 Plan, the Coffs Harbour Association has renovated and upgraded the nine hard court playing surface assisted by a grant from Council. This involved renovating the bitumen court surface and applying a Plexi-Pave court surface application. The standard of lighting continues to cause concern and a lighting upgrade is required.
2. The four Woolgoolga Netball bitumen hard court surfaces were renovated in 2015 by Council and the Woolgoolga Association. New perimeter fencing has been installed.
3. The area licenced to Woolgoolga netball was modified by reducing the existing grass court provision from four to two, and reallocating this area to the Woolgoolga Community Garden. While the two grass courts were excess to current needs, it was identified that the land east of the hard courts offered an area large enough to re-establish four grass courts in the future.

   The reallocated court space is being used for the garden in conjunction with undeveloped open space on the west side of the netball centre. The garden will bring more people to the area and will help with passive surveillance of the netball centre.

4. In 2014 Sawtell Toormina Netball Club approached Council to consider Richardson Park as an alternate location for the training courts proposed in the 2010 Sports Facility Plan to be located at the Toormina Sports Complex. A feasibility analysis of the site found any court development would impact on the existing car park and limit any future expansion of the car park.
5. While the overall Australian trend is toward indoor court provision co-located with a large outdoor court provision, such as that provided at the Tamworth facility, most NSW regional and metropolitan areas are still predominately catered for by outdoor court provision only.
6. The high rainfall pattern often experienced in the LGA suggests that covered courts would be an asset for reducing rain outs and increasing participation. This type of development and would be consistent with its role as the regional hub for netball. This type of facility is rare in NSW and an innovation of this type would be a cost effective addition to Vost Park to maintain its role as the regional hub.
7. During the main season, the general pattern of usage for Vost Park is representative team training on Monday evenings, junior team training on Tuesday, Wednesday and Thursday afternoons, women's competition on Wednesday evenings and competition on Saturdays.
8. During the main season, the general pattern of usage at the Woolgoolga courts is representative training on Monday evening, women's competition on Tuesday evening, club training on Wednesdays and Thursdays afternoons, junior competition on Saturdays, and representative training on some Sundays.

RECOMMENDATIONS FOR NETBALL

Existing Courts (User Group)	**Changes**
<u>Outdoor</u>	
Vost Park Netball Complex: 9 asphalt courts, 12 grass courts (Coffs Harbour Netball Association)	• Construct two covered courts. • Upgrade lighting.
Woolgoolga Netball Courts: 4 asphalt, 2 grass (Woolgoolga District Netball Association)	• When appropriate fill becomes available, the undeveloped grassed area on the east side of the Woolgoolga hard courts be converted to four grass courts, and the two grass courts on the west side of the hard courts be dedicated to the community garden.
<u>Indoor</u>	
Sportz Central (4 courts – non-conforming)	• No change.

RECOMMENDED FUTURE NEW COURTS

1. Incorporate one netball show-court into any planned extension and redevelopment of Sportz Central to enable high-standard netball matches to be staged indoors.

2. Construct two covered courts at Vost Park.

3. Proposed future Northern Beaches Multipurpose Centre to include court markings for regulation sized netball courts.

3.9 OZTAG

(Refer to page 80-81 of the Coffs Harbour Sports Facility Plan 2010)

DEMAND

1. Australian Oztag competitions are growing in number but no historical registration data has been provided.
2. Similar to Touch Football and Rugby League, Oztag is strongest in NSW in QLD. This is demonstrated by the number of registered competitions in each state; NSW 94, QLD 46, WA 7, ACT 4, SA 4, VIC 2.
3. Senior participation is represented by approximately 75% men and 25% women. Junior participation is represented by approximately 60% male and 40% female.
4. The Coffs Harbour men's and mixed Oztag competitions are held at Geoff King Motors Oval in Coffs Harbour and attract approximately 30 teams in each competition. For 2015 summer there were 29 teams in men's and mixed divisions. Team numbers reduce to approximately 22 mixed teams and 16 men's teams in the winter competitions.
5. The Coffs Harbour junior competition has been much smaller with 6 teams in the 2015 summer competition, and has potential to be much larger.
6. Applying a team size of 11 per team, the total player registrations for the 2015 summer competition is estimated at 704. Compared to registrations for other sports included in the Sports Facility Plan, Oztag is the ranked 5th largest sport, between tennis at 4th (748 registrations), and netball at 6th (671 registrations).

UPDATES ON FACILITY PROVISION AND TRENDS

1. Geoff King Motors Oval is close to full capacity for the senior competitions. The competition capacity could be extended with a flood lighting installation on the NE field. Existing floodlighting is reported to suffer sporadically with broken lamps.
2. A new version of Oztag called Supertag is starting to gain momentum in the junior market in Sydney and is played primarily as a winter sport with 11 players on a full sized rugby league field.
3. Major events for Oztag such as the NSW Junior Oztag championships, have experienced significant growth in recent years.

RECOMMENDATIONS FOR OZTAG

Existing Fields (User Group)	Changes
Geoff King Motors Oval: Up to 8 fields (Coffs Harbour Oztag)	• Install sub-surface drainage into the fields. • Upgrade the floodlighting.

RECOMMENDED FUTURE NEW FIELDS

1. If the current competition becomes too large for Geoff King Motors Oval consideration could be given to the utilisation of Coffs Coast Sport and Leisure Park.

3.10 RUGBY LEAGUE

(Refer to page 40 of the Coffs Harbour Sports Facility Plan 2010)

DEMAND

1. State wide, rugby league has approximately 96,000 registered participants. Rugby league remains strong in regional areas with approximately 53,000 participants compared to approximately 43,000 participants from metropolitan areas.

2. The state is divided into Groups for competition, with the local Group 2 extending from Kempsey in the south to Woolgoolga in the north. Over time these boundaries are occasionally slightly adjusted. Group 2 junior participant numbers have fallen approximately 25% in the last ten years from 1550 participants in 2005 to 1150 participants in 2014. The rate of decline in in Group 2 junior participation has not been mirrored in other Groups with some other north coast Groups maintaining approximately 1800 junior participants compared to Group 2's 1150.

3. Within Group 2 senior participation levels have generally remained more stable, but has nonetheless experienced some decline in numbers. For example, in 2012^, there were 27 teams taking part in the senior competitions with 9 teams in each division; first grade, reserve grade and U/18's. In 2015^ the total of teams in the senior competition had fallen slightly from 27 to 23. The temporary cessation of activities by the Woolgoolga Seahorses in 2015 contributed to this reduction in team numbers, and it is hoped that the club will reform for the 2016 competition.

4. Within the Coffs Harbour LGA there are four clubs; Coffs Harbour Comets, Sawtell Panthers, Orara Valley Axemen and Woolgoolga Seahorses. The success and strength of these clubs has been variable. Of the four clubs, only Coffs Harbour and Sawtell have had consistent and stable participant numbers indicated by fielding teams in all junior and senior divisions. In contrast, the number of teams fielded by the Orara Valley and Woolgoolga clubs have varied considerably in recent years. For example in 2015^, Woolgoolga did not enter any senior teams and entered four junior teams across the six competition divisions (U10's to U16's), while Orara Valley entered only one junior and one senior team. One year prior in 2014 Woolgoolga entered 3 senior teams and 3 junior teams (across U10's to U16's) while Orara Valley entered 2 senior teams and 3 junior teams.

5. In 2015^, there were a total of 17 teams entered in the Group 2 junior competition across the U/10, U/11, U/12, U/13, U/14 and U/16 divisions from the four clubs in the Coffs LGA. If an average of 15 per team is assumed, this equates to 255 juniors. A further 90 are estimated to take part in the U/7's, U/8s and U/9s bringing total junior registrations among the four local clubs to 345.

6. In 2015^, there were a total of 8 teams entered in the Group 2 senior competition across the first grade, reserve grade and U/18 divisions from clubs in the Coffs Harbour LGA. If an average of 20 per team is assumed, this equates to 160 seniors.

7. Therefore the total number of junior and senior players from the four local clubs in 2015^ was 505. This indicates a moderate reduction in players compared to those reported in 2008* (760).

8. The sport is introducing changes and initiatives to assist in reinvigorating participation such as moving the U/16 competition to Friday nights, introducing league tag for girls and further exploring the sports new connection with touch football now that the NRL has merged with Touch Australia.

9. Overall, the evidence suggests that there is adequate provision of rugby league fields to meet current and future needs. From a facility perspective, future development needs to focus on improving quality rather than quantity of fields to deliver improved capacity.

*2008 figures were provided to Council by local sport clubs and associations when the initial community consultation was done at the commencement of researching and preparing the 2010 Sports Facility Plan.
^ Data for 2015 sourced from draws in Group 2 website draws (separate websites for juniors and seniors).

UPDATES ON FACILITY PROVISION AND TRENDS

1. Orara Valley Axemen

This Club's home ground is Coramba Recreation Reserve and it has been leased to the Orara Valley Progress Association since 2010. In the last five years the lessee has undertaken a range improvements including a) access road repairs b) amenity block refurbishment, c) entry sign replacement, and d) floodlighting upgrade on the main field. A relocation of the caretaker's cottage is expected to be undertaken soon. A Plan of Management, inclusive of a site master plan, was adopted by Council in 2015.

2. Sawtell Panthers

This Club's home ground is at Rex Hardaker Oval and is leased to Sawtell Toormina Sport and Recreation Club who manage the facility. STARC's management committee has delivered a range of improvements to benefit the rugby league club in the last few years including; a) access road improvements b) perimeter fencing, c) a new toilet and canteen facility on the east side of the main field d) a refurbishment of the eastern junior field which had previously been used for a paintball.

3. Coffs Harbour Comets

This Club's home ground is part of Coffs Coast Sport and Leisure Park. It is leased to the Club, and in the past five years the Club has undertaken a range of improvements including a) sub-surface drainage on the main rugby league field, b) an upgrade of lighting on the main field c) an upgrade to the change rooms and canteen is due to commence soon.

4. Woolgoolga Seahorses

This venue is leased to and managed by the Woolgoolga Sports Council, and is hired to the Rugby League Club. No major work has been undertaken at Woolgoolga Sportsground.

5. Trends

The introduction of league tag is being introduced as a schools program and is hoped to increase participation by girls. If successful it is hoped these players will transition into a Saturday competition in future years.

The new affiliation between the NRL and Touch Australia may provide new opportunities for Touch football competitions in Coffs Harbour.

RECOMMENDATIONS FOR RUGBY LEAGUE

Existing Fields (User Group)	Changes
Woolgoolga Sportsground: 2 fields (Woolgoolga Junior Rugby League)	• Install sub-surface drainage into the east field. • Install floodlighting on the east field. • Upgrade the existing floodlighting on the west field.
Sawtell-Toormina Sport & Recreation Centre: 2 fields (and a junior field) (Sawtell Rugby League)	• Install sub-surface drainage into the two senior fields. • Upgrade floodlighting on the east field after it has been developed as a full sized field.
Coramba Showground: 2 fields (Orara Valley Rugby League)	• Install sub-surface drainage into the main (east) field. • Upgrade the amenities block. • Upgrade car park and access road. • Upgrade fencing.
Geoff King Motors Oval: 2 fields (Coffs Harbour Rugby League)	• Install sub-surface drainage into the fields. • Upgrade the amenities block. • Upgrade the floodlighting.

RECOMMENDED FUTURE NEW FIELDS

1. Develop the east field at the Sawtell-Toormina Sport & Recreation Centre as a full-size field.

2. Develop a new (junior) field at the Sawtell-Toormina Sport & Recreation Centre on the eastern side of the existing east field, if required.

3.11 RUGBY UNION

(Refer to page 42 of the Coffs Harbour Sports Facility Plan 2010)

DEMAND

1. For 2013 and 2014 Rugby participation in Australia has grown annually by 20% and according the ARU 2014 annual report, the trend is set to continue through the introduction of a new non-contact version of Rugby – VIVA7s and Sevens Rugby's presence in the 2016 Olympic Games in Rio. Although overall participation has increased, participation in Club rugby has remained stable with marginal growth of less than 1% between 2013 and 2014.
2. Nationally women are continuing to enjoy the game, especially in the Sevens format, with overall Australian participation increasing by 66% between 2013 and 2014.
3. At the state level, NSW has the highest number of competition participants with 116,521 (48% of the Australian total) in 2014.
4. The state is divided into Zones for competition, with the Coffs Harbour area being located in the Mid North Coast Zone. For competition purposes the zone is further split into north and south zones. Coffs Harbour is part of the MNC north zone, which starts at Woolgoolga in the north and extends to Port Macquarie in the south.
5. The senior competition has three divisions, first grade, reserve grade and U/18s. In recent years^ typically there have been 5 teams in first grade, 6 teams in reserve grade and 4 to 6 teams in U/18's. In addition to these, in 2015 teams from Dorrigo, Woolgoolga and Bowraville competed in an alternate senior competition called the Presidents Cup. The President Cup teams were in a rebuilding phase and it is hoped they will be transitioning into either first or reserve grade competitions in 2016 to create 8 teams in first and reserve grades.
6. Within the Coffs Harbour LGA there are three clubs competing in the senior divisions;

   Coffs Harbour and Southern Cross University Marlins have each entered teams in all divisions; first grade, reserve grade, U18's over the last couple of years^.

   Woolgoolga Club went into recess for a few years and reformed in 2015 to play a seniors team in the Presidents Cup. After a successful season, it was hoped the team would transition into the first grade competition in 2016. There are no junior teams in this Club.

   Across the three senior divisions of MNC Zone competition, seven teams from the Coffs Harbour LGA took part. Assuming 20 per team, this indicates 140 senior players for the 2015^ season. This indicates a moderate decline in senior registrations compared with the 2008* registrations of 225.
7. Woolgoolga

   Over the 2015/16 summer, the one senior Woolgoolga Rugby Union team which was expected to enter into the first grade competition withdrew from the 2016 competition.

It appears the Union team was left with insufficient numbers to form a viable Woolgoolga team because the newly reformed senior Woolgoolga Rugby League teams had drawn many of the players back to League.
This pattern of players moving between League and Union while the other is in recess has been repeated sporadically a number of times at Woolgoolga. This suggests that there is insufficient demand to support viable senior League and Union Clubs from the Northern Beaches. League is the more established and dominate code in this area.

With future population growth for people in their 20's expected to be slow, demand for senior League and Union facilities for the Northern Beaches is unlikely to grow significantly in the future. As a result, the demand for provision for new additional rectangular fields at the future West Woolgoolga Sports Complex is now considered far less than previously expected.

In future years, should senior Woolgoolga Rugby Union reform while Woolgoolga League is still running teams, Centennial Oval in Woolgoolga will serve as a suitable venue for Rugby Union, and has been used for this purpose in the past. The suitability of Centennial Oval for Rugby Union would be enhanced if a new drop in cricket wicket can be installed. These new wickets are currently being developed and allow for the removal of the wicket over the winter season and for turf to be dropped in for the winter season.

In the short term however, Centennial Oval will continue to be needed for AFL. AFL NSW/ACT, has however, highlighted Centennial Oval as insufficient to meet the minimum standards for senior AFL (refer to submission 26). This opens up the opportunity to transfer AFL from Centennial Oval to the future West Woolgoolga Sports Complex which has enough space to accommodate a regulation size AFL field, and to make Centennial Oval the home of rugby union (should it eventuate League and Union do field senior teams in the same years).

At this stage, the rectangular fields on the future West Woolgoolga Sports Complex will remain on the master plan for this venue until the 2020 review, but will also show with the addition of an AFL field. This will demonstrate the multipurpose potential of the site. However, given the expected low demand for Union, there will be close scrutiny of need for Union facilities on the Northern Beaches in 2020, and based on current trends, rectangular fields suitable for rugby union and league may be removed from the master plan in 2020. If this were to occur, it would be important for Centennial Oval to be available for Rugby Union.

8. The juniors' competition follows a different format. The U/8's, U/10's and U/12's play in a primary school based team on Friday nights at Rugby Park on Hogbin Drive. The number of juniors in these divisions in 2015 registered in the Coffs Harbour Junior Association was approximately 95^^. The competition also included teams from the Dorrigo club in these divisions. The addition of Dorrigo club registrations for the U8/10/12's competitions is estimated to increase junior registrations to 120 for 2015.
9. In 2015, there were four teams competing in each division in the U/8s, U/10s and U/12s, yet only a couple of years prior, in 2013 six teams per division was more the norm.

There are efforts being made to form Woolgoolga junior teams to play in the Friday night junior competition. Woolgoolga based teams will require a Woolgoolga venue to train on midweek, but it need not be a senior rectangular field, and Centennial Oval would be suitable for these young teams to train on.

10. In 2015^ there were three clubs in the U/14 division MNC Zone competition entering Club based teams drawing players from Coffs Harbour; SCU Marlins, Coffs Snappers, and Barbarians. There were also two teams in the U/16 competition drawing players from Coffs Harbour: SCU Marlins and Coffs Snappers. Assuming 18 per team, this equates to 90 players in the U/14 and U/16 divisions from Coffs Harbour based teams.
11. Therefore the total number of registrations for juniors in 2015^ was approximately 210. This demonstrates a moderate decline in total junior registrations compared with 300 reported in 2008*.
12. Efforts are being made to revitalise the junior competitions with a restructure of the junior competition. From 2016, juniors in the U/14 and U16 division will register and play for Clubs such as Barbarians, SCU Marlins, Coffs Snappers or Dorrigo on Saturdays, thus aligning with the day of competition for senior teams.
13. The total number of players estimated to be in Coffs Harbour LGA based teams in 2015 was approximately 350 (140 seniors and 201 juniors). In 2008*, the total was reported as 525 (comprised of 300 juniors and 225 senior players), therefore indicating a moderate decline in total registrations.
14. Overall, the evidence suggests that there is adequate provision of rugby union fields to meet current and future needs. From a facility perspective, future development needs to focus on improving quality rather than quantity of fields.

*2008 figures were provided to Council by local sport clubs and associations when the initial community consultation was done at the commencement of researching and preparing the 2010 Sports Facility Plan.
^ 2015 team numbers sourced from MNC Rugby Union and Crusaders Juniors Association website draws.
^^ actual figure reported by association registrar.

UPDATES ON FACILITY PROVISION AND TRENDS

1. Rugby Park, Hogbin Drive

Over recent years the Coffs Harbour Rugby Club has worked with the facility managers, Sawtell Toormina Sport and Recreation Club, to deliver floodlight upgrades, car park improvements, and installation of a large covered awning on the amenity block.

2. Southern Cross University, Hogbin Drive

Since the 2010 Plan, the university has installed floodlights on half of the rugby field, and are currently undertaking the second stage of floodlighting to bring the field to 100 lux levels.

3. Woolgoolga

The Club used Woolgoolga Sportsground in 2015, which was possible owing to the Rugby League Club being in recess during this year. This arrangement will likely change with the Woolgoolga Seahorses Rugby League Club expected return to Group 2 competition in 2016.

4. Trends

   The introduction of VIVA7's and Sevens Rugby's presence at the 2016 Olympic Games in Rio versions of the game is growing participation in the game. Transitioning players into the 15-a-side game remains a key objective for the sport.

RECOMMENDATIONS FOR RUGBY UNION

Existing Fields (User Groups)	Changes
Sawtell-Toormina Sport & Recreation Centre: 2 fields (Coffs Rugby Crushers, Coffs Rugby Breakers)	• Upgrade the perimeter fence along the main road frontage. • Upgrade the amenities block. • Install sub-surface drainage on both fields. • Construct a fence along the eastern perimeter boundary of the site.
Coffs Harbour Education Campus / Southern Cross University: 1 field (Southern Cross University Marlins Rugby Club)	• No change.
Centennial Oval (shared use with AFL) (Woopi White Pointers Rugby Club)	• Consider a new drop in cricket for installation in order to provide a better playing field surface for football codes playing at the venue.

RECOMMENDED FUTURE NEW FIELDS

1. Potential future use of West Woolgoolga Sports Complex to be assessed in 2020 review.

3.12 SOFTBALL

(Refer to page 48 of the Coffs Harbour Sports Facility Plan 2010)

DEMAND

1. Australia wide, rapidly reducing participant numbers were reported in 2008 in *Too Few: Too Much, a report into the delivery of Australian Softball*. While the rate of decline has slowed, it still appears to be a sport in decline.
2. NSW membership rates are high compared with other states evidenced by nearly 10,000 of the 26,000 national members being from NSW in 2015^.
3. The 2015 annual report for Softball Australia outlines a range of initiatives such as Social 7's and Little League to help grow membership.
4. At a local level, the Coffs Harbour Association has experienced declining numbers over recent years. In 2008* it had 270 members. Two years later in 2010 memberships had a modest drop to 227^^. By 2014 the competition had reduced to a small T-ball competition for juniors held weekly on a mid-week afternoon. In 2015 the association has gone into recess, with no indication of whether or when it might reform. The difficulty of attracting and maintaining a pool of volunteers would have certainly contributed to difficulties faced by association.
5. Regionally, the decline of softball in Coffs Harbour is not atypical of other north coast associations. In 2015**, the only two surviving competitions on the north coast appear to be in Port Macquarie (in 2015 Kempsey has merged with Port Macquarie) and Lismore. These remaining competitions however seem viable and stable. Lismore for example has nine clubs taking part in their competitions, and in 2015 have 14 women's teams competing on Saturday afternoon, a junior competition on Saturday mornings, and a mixed social/family competition on Friday nights.

*2008 figures were provided to Council by local sport clubs and associations when the initial community consultation was done at the commencement of researching and preparing the 2010 Sports Facility Plan.
** Information sourced from Softball NSW
^ Data sourced from 2015 Softball Australia Annual Report
^^ Data sourced from seasonal venue booking request completed by Coffs Harbour Softball Association

UPDATES ON FACILITY PROVISION AND TRENDS

1. Since the 2010 review, York St Oval has been used by softball in the summer season (combined with football in the winter season). While a field/diamond layout was designed to accommodate the installation of some permanent softball back nets (which would be compatible with football usage), the association has not been able to make these investments in the infrastructure and has utilised temporary back nets.
2. Australian Trends
    a. Social 7's, Softball Australia's new slow-pitch version of the game, is reported at being well received in the community. It is a social, fast, and fun game, with smaller team numbers and lower initial skill requirement which removes some of the barriers to participating in softball. It is unknown whether

there has been much take-up of this new product in NSW, but clearly there is a need for more social versions of the games as evidenced by the Lismore Associations Friday night competition.

b. Masters competitions continue to be very popular.
c. Little League softball is a US based program for U13 girls. It has been trialled in WA for the past couple of years and now other states looking at ways this program could be successful for them.

RECOMMENDATIONS FOR SOFTBALL

With the cessation of all activities by the Coffs Harbour Softball Association all former recommendations have been removed. Should softball experience a resurgence of registrations in the future, a centralised training and competition facility model will be implemented.

3.13 TENNIS

(Refer to page 50 of the Coffs Harbour Sports Facility Plan 2010)

DEMAND

1. Tennis NSW membership reform policies has resulted in increased membership state wide with 115,000 players, Hot Shots and Cardio tennis participants registered in 2014-15^. This represents a 17%^ increase on the previous year.

2. Tennis NSW's TennisConnect rewards Program implemented in 2014 financially rewarded Clubs for registering all players, regular and casual, resulting in large increases in registration for Clubs in the LGA. The increases since 2014 appear to come mainly from active players who were previously unaccounted for in registrations. This is evidenced by the combined registrations for all local Clubs in the Coffs Harbour LGA rising from 304 in 2013 to 684 in 2014^.

   In addition to these registrations, the Coffs Harbour Tennis Association registered 436 players in 2014 compared with 222 in 2013. It is expected many of the players registered by the Association are also separately registered with their club. Therefore the total membership is likely to be artificially elevated by many players being registered twice, but it difficult to determine by how much.

3. The breakdown of membership for each of the local clubs in 2014-15^ are as follows;

Club Name	**2014**
Coffs Harbour	121
England's Park	146
Sawtell	141
Westside	193
Woolgoolga	69
Orara	14
Coffs Harbour Association	436
TOTAL	**1120***

*Total may be inflated owing to many competition players in the association's district competition also registering with their club.

The 2014-15^ total registrations of 1120 compares to 1208 in 2008*. Generally speaking this indicates a small reduction in demand since 2008*, but it has been difficult to assess whether results are comparing like with like.

The decline in registrations may be much greater as it is likely that many of the members registered by the association and playing in the district competitions are also registered members of their local club, creating the situation where up to 436 players may have been counted twice in the total membership tally. If the association membership of 436 were removed from the total membership it leaves a total 748. At best, there has been a small reduction of registrations since 2008* from 1208 to 1120. At worst, numbers have declined significantly from 1208 to 748 between 2008 and 2014-15. Consequently, the comparison of registrations between 2008 and 2014-15 for this sport need to be considered with caution.

Tennis is a sport well positioned to take advantage of the trend away from traditional sport delivery models toward more casual recreational participation. Participation in district tennis competitions is

not the only way participants engage in tennis, and this demonstrates why it is important to consider all forms of engagement in a sport and not to rely solely on participation in competition. For example court usage is also another good indicator of participation in a sport, but unfortunately at this stage there is no comprehensive historical data on court usage available.

*2008 figures were provided to Council by local sport clubs and associations when the initial community consultation was done at the commencement of researching and preparing the 2010 Sports Facility Plan.
^ Data sourced from 2015 Tennis NSW annual report.

UPDATES ON FACILITY PROVISION AND TRENDS

1. A new on-line court booking system called Opening Up Tennis will be introduced to NSW by Tennis NSW in 2016. The system can be linked to a coded gate access to tennis facilities. This will encourage increased participation by making the process of booking and accessing a court very easy. The system will reduce the public's reliance on turning up to a tennis court and being unsure as to whether there are volunteers around who can let them in. The five Council managed tennis facilities will be encouraged to adopt the software as soon as possible. The software will also facilitate more comprehensive records of court use.

2. Since the 2010 Sports Facility Plan, the following facility improvements have been undertaken;

    a. Renewal of the Corindi Beach tennis court as a multi-purpose court is scheduled for completion in the 2015/16 financial year.
    b. The disused tennis court at the Eastern Dorrigo Showground, Ulong, has been refurbished by the local community in 2015 and is now available for use again.
    c. Westside Tennis Club has obtained a grant to assist with the construction of a new court with a hard court surface. This will provide a valuable facility to assist wheelchair athletes, and will be an asset to the coaching service based there because the players will now be able to train on three different court surfaces; hardcourt, synthetic grass and clay.
    d. England's Park Club have refurbished the amenities, in addition to installing a covered half court and practice wall.
    e. Sawtell Tennis Club have installed lights on courts 7, 8, 9 and have refurbished parts of the clubhouse. There has been work undertaken on the clubhouse roof and some court fencing.
    f. Cyclical renewal of synthetic grass court surfaces has been undertaken by most clubs as required.

3. In 2012 Council commissioned an asset report from Tennis NSW on the five largest tennis facilities in the LGA: Sawtell, Woolgoolga, Westside, England's Park and Brelsford Park (Coffs Harbour Tennis Club). All are leased by Council to the respective community based Tennis Clubs. The report identified concerns about the aged conditions of some of the facilities, and the need for sinking funds to be established in order for the facilities to be appropriately maintained and replaced when they reach the end of their asset life.

    In response, Council is now working with the Clubs and helping them review asset condition, asset life and asset replacement/maintenance schedules with the view to assisting them to remain self-sustainable. This process also includes identification of the amount required for annual contributions for sinking funds and this is being incorporated into new tenure documents, i.e. lease or licence.

So far three major Clubs in the area have been reviewed, with the focus turning to the remaining Clubs in the future as their tenure becomes due for renewal.

RECOMMENDATIONS FOR TENNIS

Existing Courts (User Group)	Changes
<u>Club-based tennis courts</u> Woolgoolga Sportsground: 6 courts (Woolgoolga Tennis Club)	• No change to the number of courts. • Upgrade the court surfaces and floodlighting, as required.
Brelsford Park: 9 courts (Coffs Harbour Tennis Club)	• Reduce the number of courts to eight (as per the Brelsford Park Master Plan). • Upgrade the court surfaces and floodlighting, as required.
Englands Park Tennis Courts: 6 courts (Englands Park Tennis Club)	• No change to the number of courts. • Upgrade the court surfaces and floodlighting, as required.
Westside Tennis Courts: 8 courts (Westside Tennis Club)	• Additional three tennis courts as need requires. • Upgrade the court surfaces and floodlighting, as required.
Sawtell Tennis Courts: 12 courts (Sawtell Tennis Club)	• Add up to eight courts, pending a feasibility study to redevelop Sawtell Tennis Club into a regional centre including an analysis of the tennis industry in the Coffs LGA to ensure the ongoing sustainability of local and regional tennis services in the LGA. • Upgrade other ancillary facilities to Regional level, pending feasibility study outcomes.
Lower Bucca Sportsground : 2 courts (Lower Bucca Tennis Club)	• No change to the number of courts. • Upgrade the court surfaces and floodlighting, as required.
<u>Community tennis courts (no club)</u> Red Rock tennis court: 1 court	• Redevelop the court as a multipurpose hardcourt, when the need for the court arises.
Corindi Beach tennis court: 1 court	• No change.
Moonee Beach tennis court: 1 court	• Redevelop the court as a multipurpose hardcourt, when the need for the court arises.
Nana Glen tennis courts: 2 courts	• Redevelop the court as a multipurpose hardcourt, when the need for the court arises.

Upper Orara Recreation Reserve: 2 courts	• Redevelop the court as a multipurpose hardcourt, when the need for the court arises.
Lowanna tennis court: 1 court	• Redevelop the court as a multipurpose hardcourt, when the need for the court arises.
Ulong Showground: 1 court	• Redevelop the court as a multipurpose hardcourt, when the need for the court arises.
<u>Privately-owned tennis courts (restricted access)</u> Karangi Tennis Courts: 2 courts (Orara Valley Tennis Club) Opal Cove Resort: 4 courts Pacific Bay Resort: 5 courts	

RECOMMENDED FUTURE NEW COURTS

1. Add up to eight new courts at Sawtell Tennis Club and upgrade / extend associated facilities, such as car parking, the clubhouse, spectator areas, etc., pending a feasibility study to redevelop Sawtell Tennis Club into a regional centre including an analysis of the tennis industry in the Coffs LGA to ensure the ongoing sustainability of local and regional tennis services in the LGA.

   Pending the need for additional land to locate the Regional tennis facility, cease cricket on Sawtell Oval and extend the proposed new tennis facility onto part of the oval space. The remaining part of the oval open space to be retained as a family social park.

2. Develop a new six court tennis facility (District level) at the new Moonee reserve, pending proposed residential development occurring within the Moonee catchment.

3. Add three courts at Westside Tennis Centre as need requires.

3.14 TOUCH FOOTBALL

(New section, not present in the Coffs Harbour Sports Facility Plan 2010

DEMAND

1. Touch Football throughout Australia had 146,756 senior and 72,562 junior full active memberships in the 2014/15 period. Senior teams increased by 1,157 teams, or 9.3% increase, compared to the previous 12 month period. An additional 242 junior teams in 2014/15 resulted in a 3.9% increase in junior full active memberships. Overall, there was an overall increase of 15,738 in 2014/15, representing a 7.7% increase on the previous year.

2. NSW has the largest share of Australian full active memberships. Of the 146,756 Australian senior full active members in 2014/15, 59,767 were from NSW. This represents 39% of the Australian full active senior membership. Of the 72,338 Australian junior full active members in 2014/15, 41,016 were from NSW. This represents 55% of the Australian full active junior membership. The state with the next largest full active membership numbers is QLD.

3. Overall Touch Football registrations in the Coffs Harbour LGA appear to have remained stable between 2010 and 2015, but the spread of participation across competitions appears to have changed, with reductions in the Woolgoolga competition and increases in those held at Geoff King Motor Oval.

4. Touch Football at Geoff King Motors Oval in Coffs Harbour appears to have undergone growth in all divisions, and have strong participation in the 2015men's, mixed and junior competitions. Overall, the 2015 summer competitions attracted 220 juniors (20 teams), 308 players in the men's and women's competition (28 teams), and 352 players (32 teams) in the mixed competition, totalling 880 players. Player numbers have been estimated based on 11 players per team.

5. The Woolgoolga competition has experienced almost 50 % reduction in senior and junior team numbers in between 2010 and 2015. Senior teams have dropped from 34 to 17, and junior teams have dropped from 16 to 9 over this period. Using Touch Football Australia's recommended average team size of 11.25 players per team, this equates to 292 players for the 2015 summer competition.

6. The total numbers of touch football players in competitions throughout the Coffs Harbour LGA is estimated at 1172. The number of member registrations is likely to be slightly lower owing to some players competing in two or more divisions, but only team numbers were available. This level of participation places Touch Football as the second largest sport in the Sports Facility Plan, behind football (soccer) with 2500 players but greater than basketball with 1063 players.

UPDATES ON FACILITIES AND TRENDS

1. Touch Football Australia merged with the NRL in 2013, with one of the merger objectives including to "link local level Rugby League and Touch Football relationships to support dual track pathway opportunities from grassroots to elite for both contact and non-contact forms of the game." The merger has afforded Touch Football Australia with a multitude of cross promotional opportunities and mainstream exposure estimated at $2 million.

2. In 2014, Touch Football Australia hosted the Touch World Cup at Coffs Harbour with outstanding results in all divisions, and Australia snaring world champion status in eight out of nine divisions.

3. Woolgoolga

The Woolgoolga Touch Association is affiliated with Touch NSW and they conduct a summer season competition at Woolgoolga Sportsground. The competition is restricted to a summer competition because there is inadequate floodlighting to conduct a winter competition. In a market with ever increasing competition between sports to attract and retain players, the Woolgoolga Touch Association is disadvantaged because they need to reactivate players from 6 months ago to play in the next summer season.

Short term planned improvements for lighting and subsurface drainage at Woolgoolga Sportsground, funded from the Coffs Harbour Open Space Developer Contribution Plan 2014, will help the Woolgoolga Touch Association transition into offering both winter and summer competitions. In the long term, they will be able to transition to the future West Woolgoolga Sports Complex which will offer an increase in field size/capacity.

The junior competition is held over Term 4 each year only.

4. Coffs Harbour

The Coffs Harbour Touch Football Association and Coffs Mixed Touch Association are affiliated with National Touch Rugby Australia and conduct competitions at Geoff King Motors Oval in Coffs Harbour.

The two associations believe the competitions are at close to full capacity and are unable to grow substantially more unless there are improvements to facility, especially the floodlighting. Lack of subsurface drainage also a concern of the Comets Rugby League Club which leases and manages the facility. A low supply of referees and a reluctance of players to play late timeslots has also impacted on the Association's decision to retain the existing competition formats, and cap team numbers to 32 per competition. The pressure on facility capacity is eased in winter when team numbers reduce to roughly half to two thirds of those in the summer competition.

RECOMMENDATIONS FOR TOUCH FOOTBALL

Existing Fields (User Group)	Changes
Geoff King Motors Oval: Up to 8 fields (Coffs Harbour Touch Football Association and Coffs Mixed Touch Association)	• Install sub-surface drainage into the fields. • Upgrade the floodlighting.
Woolgoolga Sportsground: Up to 6 fields (Woolgoolga Touch Association)	• Install sub-surface drainage into the east field. • Install floodlighting on the east field. • Upgrade the existing floodlighting on the west field.

RECOMMENDED FUTURE NEW FIELDS

1. If the current competition becomes too large for Geoff King Motors Oval consideration could be given to the utilisation of Coffs Coast Sport and Leisure Park.

2. The future stage one development of West Woolgoolga Sports Complex will have multipurpose fields with capacity for up to six touch football fields.

3.15 OTHER SPORTS

(Refer to page 77-81 of the Coffs Harbour Sports Facility Plan 2010)

The following table includes a broad assessment of the future facility needs of other sports in the Coffs Harbour LGA. They are predominantly community based sports conducting their activities on land that Council owns or manages through a variety of mechanisms such as leases or Section 355 management committees.

It must be noted that the table has been extracted from the 2010 Sports Facility Plan. There have been no amendments made to the columns titled Active Membership 2010 and Industry Participation. Updated information has been included where the sport has changed the venue they use, or if the recommendations for that sport have been impacted on by the change of venue or the changes to recommendations identified in the 2015 Draft Five Year Review.

The list of sports included is not intended to be exhaustive, rather its intention is to provide some direction for those sports not included as one of the 14 sports that have been assessed in detail as part of the *Sports Facility Plan*.

Please note that for some of the sports classifications used have grouped 'like activities' or disciplines within each sport. For example;

1. **Cycling** includes BMX, mountain biking, track cycling and criterium cycling.
2. **Equestrian** includes horse trials, trail riding, polocrosse, pony club and dressage.
3. **Motor Sports** includes motorbike and go-karting.
4. **Volleyball** includes both indoor and beach volleyball.

Sport	Existing Facilities		Name of Existing Clubs / Associations	Active Membership 2010			Industry Participation			Demand Assessment	Recommendation(s)
	Number	Name / Location		Senior	Junior	Local m'ship trend since 2000	National 5–14 yr (2006)	NSW 15+ yr (2008)	Trend since 2000		
Badminton	3 courts	Coffs Harbour Education Campus/Southern Cross University	Coffs Harbour Badminton Club	52	0	Up	Not known	0.9% (Theoretical local participation 501)	Adults: Up Child: NK	• Participation is well under benchmarks for seniors, however, the industry participation rate includes recreational participation. • The number of exchange students from Badminton-playing countries influences the local participation numbers. • Current number of courts and access to 2 sessions per week appears adequate for now, but inadequate for future growth.	• Facilitate ongoing community access to the Coffs Harbour Education Campus indoor courts, and/or any future additional courts.
Croquet	3 greens	Sawtell Woolgoolga	Sawtell Croquet Club Woolgoolga Croquet Club	140	0	Stable	Not known	Not known	Not known	• Both Clubs have indicated a desire to expand their facilities. While possible at the Sawtell facility, the Woolgoolga site is co-shared with the library and prevents any further expansion. • The ancillary facilities at Woolgoolga are very limited and player comfort will be enhanced with provision of a clubroom	• Construction of a third court at Sawtell croquet facility. • Construction of clubroom at Woolgoolga facility
Cycling	BMX circuit Velodrome	Toormina Toormina	Coffs Harbour BMX Club Coffs Harbour Cycle Club	110	80	Stable	68.0% (Theoretical local participation 6,623)	9.9% (Theoretical local participation 5,514)	Adults: Up Child: Up	• Participation is well under benchmarks for both junior and senior, however, the industry participation rate includes recreational participation. • Velodrome is sufficient for the long term to cater for any growth in track cycling participation although improvements to shade and storage will be required. • Current criterium track will	• Extend and re-route the criterium track. • Installation of additional shade and storage at the velodrome amenities block and a viewing terrace adjacent to velodrome finish line. • Work with NSW State land management agencies to ensure ongoing and enhanced provision of MTB trails in natural settings.

Sport	Existing Facilities		Name of Existing Clubs / Associations	Active Membership 2010			Industry Participation			Demand Assessment	Recommendation(s)
	Number	Name / Location		Senior	Junior	Local m'ship trend since 2000	National 5–14 yr (2006)	NSW 15+ yr (2008)	Trend since 2000		
										need widening and re-routing in the medium term.	
Equestrian	2 equestrian centres	Nana Glen Sport, Recreation and Equestrian Centre Corindi Sportsground Recreational riding permitted in part of the reserve in Bakkers Drive Bonville	North Coast Equestrian Club Coffs Harbour Pony Club Corindi Pony Club Polocrosse Eventing NSW Bonville Valley Equestrian Club	226	107	Stable	1.5% (Theoretical local participation 146)	0.9% (Theoretical local participation 501)	Adults: Dn Child: Up	NGSREC • General satisfaction amongst user groups for NGSREC (repair to jumps from flood damage is pending). • High need for additional permanent storage. • Long-term, Eventing NSW would like to progress to a 3-star Event Course. Further, Eventing NSW has identified that additional land adjacent to the site would help achieve this aspiration and address the current shortfall for parking during major events. In the long-term, Eventing NSW would also like to develop a sand dressage arena. Corindi • Equestrian area becomes boggy after rain and doesn't drain easily	NGSREC • Continue to support Nana Glen Sport, Recreation and Equestrian Centre. • Installation of additional permanent storage. • If in the future an opportunity arises to acquire additional land, then investigate options to expand the size of the complex at that time. Corindi • Explore the feasibility of raising turf levels in the low lying boggy sections at the Corindi Sportsground.
Futsal	4 courts	Sportz Central (4 courts)	Coffs Harbour Phoenix Vikings Futsal Club	50	300	Small sustained growth	2.2% (Theoretical local participation 214)	2.1% (Theoretical local participation 1,169)	Adults: Up Child: Up	• Low senior participation, largely due to restricted access to courts which is hampering growth.	• Sportz Central expansion to assist meeting demand in short - medium term.
Golf	4 courses	Sawtell Coffs Harbour Woolgoolga Bonville	Sawtell Golf Club Coffs Harbour Golf Club Woolgoolga Golf Club Bonville International Golf	2,373	179	Stable	0.9% (Theoretical local participation 87)	7.7% (Theoretical local participation 4,288)	Adults: Dn Child: Dn	• Participation appears to be well under benchmarks for seniors, however, it is difficult to determine to what extent recreational participation would boost overall local participation	• Continue to support the existing facility provision in the LGA.

Sport	Existing Facilities		Name of Existing Clubs / Associations	Active Membership 2010			Industry Participation			Demand Assessment	Recommendation(s)
	Number	Name / Location		Senior	Junior	Local m'ship trend since 2000	National 5–14 yr (2006)	NSW 15+ yr (2008)	Trend since 2000		
			Club							rates. • Industry benchmarks do not discriminate between formal and recreation participation.	
Motor Sports	Motor cycle track Karting track	Coffs Harbour Motor Sports	Coffs Harbour Motor Cycle Club Coffs Harbour Karting Club	200	300	Up	Not known	1.4% (Theoretical local participation 779)	Adults: Up Child: NK	• Participation appears to be well under benchmarks for seniors (no benchmarks for juniors), however, it is difficult to determine to what extent recreational participation would boost overall participation rates. • Industry benchmarks do not discriminate between formal and recreation participation. • Current sites have no capacity for expansion. • Current sites are adequate in the long term and can cope with anticipated growth in participation. • Securing this site for Motor Sports is important to the clubs involved as it would be difficult to relocate these sports, owing to the inherent noise issues and large space requirements.	• Continue to support the use of the current venues at CCSLP.
Radio Controlled Car	1 Venue	Coffs Harbour Showground	Coffs Harbour Off-Road Radio Control Car Club	13	2	Down	Not known	Not known	Not known	• A small group but growing group of RCC enthusiasts have developed an off-road course with the support of the Showground	• This appears to be serving the needs of the club well. Gradual development of ancillary facilities is recommended.
Table Tennis	7 tables	Old Museum in Harbour Drive Coffs Harbour	Over 50's Table Tennis CH Table Tennis Club	200	Not known	Up	Not known	0.7%	Ads: Up Ch: NK	• This facility appears to be meeting the general needs of the club	
Volleyball	1 x indoor venue	Sportz Central (4 courts)	Coffs Harbour Volleyball	70	20	Decline, but now	0.4% (Theoretica	0.9% (Theoretica	Adults: Dn	• Sportz Central meets the current needs of the indoor	• Support continued use of Sportz Central for indoor

Sport	Existing Facilities		Name of Existing Clubs / Associations	Active Membership 2010			Industry Participation			Demand Assessment	Recommendation(s)
	Number	Name / Location		Senior	Junior	Local m'ship trend since 2000	National 5–14 yr (2006)	NSW 15+ yr (2008)	Trend since 2000		
	1x beach venue	Jetty Beach (2 courts)	Association			trending up	l local participation 40)	l local participation 501)	Child: Up	competition	volleyball. The proposed Sportz Central expansion to assist in court availability. • Support continued provision of 2 courts at Jetty Beach with location to be determined as part of the Jetty Foreshore Master Plan

CHAPTER 4 - KEY DEVELOPMENTS FOR SELECTED SITES

4.1 COFFS COAST SPORTS AND LEISURE PARK

(Refer to page 53 of the Coffs Harbour Sports Facility Plan 2010)

Coffs Coast Sports and Leisure Park (CCSLAP) is the primary regional sporting precinct in the Coffs Harbour LGA. The precinct comprises of a number of separate sporting facilities and flexible sports fields that have been constructed to either district level, regional level and elite level in the case of the C.ex Coffs International Stadium. Collectively, these sporting facilities combine to form a sporting and event space capable of hosting regional, state and national sporting competitions and tournaments, and one-off elite level matches for specific sporting codes.

A key design factor considered is the requirement to retain clear, open, flexible and multipurpose sporting fields to enable the site to be used for a range of field-based sporting events and tournaments as these provide significant benefit to the local economy.

A review of hiring policy for this sporting precinct has formed part of the review of the 2010 Plan in conjunction with a revision of the site master plan.

Review of Hierarchy

With the exception of the Pacific Bay Resort Hockey Complex located on the Eastern precinct (which is leased to Coffs Coast Hockey), the remainder of Coffs Coast Sport and Leisure Park, including the C.ex Coffs International Stadium, is maintained and managed by Coffs Harbour City Council.

There are a number of issues that differentiate this facility from other sportsgrounds in the LGA:

a. It has an important role to attract and service regional sporting needs, both for competition and training purposes. The Stadium has a very strong focus on being a regional competition venue, whereas the remainder of the field allocation serves a strong need for regional training requirements such as representative team training or development squad training.

   The sport events industry is valued at generating an economic impact of $30m for Coffs Harbour each year. CCSALP is central to attracting many of these sports events. In 2015 CCSALP formed part of the core facility provision which attracted the World Rally, World Touch Titles, National Touch League Championships, Australian and the NSW Oztag Championships.

b. Local district sporting competition and training is supported as much as possible to ensure the facility has optimal use and has direct benefits for local sport groups wherever the use is consistent with and doesn't jeopardise regional, state and nation sport provision. This practice occasionally results in sports needing to use alternate venues for competition and training. In these circumstances the amount of inconvenience experienced by sports is related to the length of the major event, the length of time the grass playing surface requires for recovery, and the availability of other suitable facilities for the sports to temporarily relocate to. From the existing selection of sports conducting local district competitions at CCSALP, baseball presents the most challenges to relocate because;

   - of the specialist nature of their diamond, pitching mounds, back net and dugouts.
   - the sport relies on one centralised competition venue, with only one other temporary diamond with back net at Reg Ryan Oval available as an alternate venue.

c. The playing surfaces are maintained to a higher standard than community fields designed for district competition.

d. Where possible floodlighting has been provided at higher levels than community district fields. Fields 1 and 2 at CCSALP have lighting levels of 100 lux or 200 lux available, and the Stadium has lighting available at 200 lux, 500 lux and 1500 lux.

e. The field layouts and goal post infrastructure is regularly reconfigured by Council staff to facilitate a variety of sporting events. (Community fields differ in the sense that the seasonal hirer has the opportunity to erect goal posts and field mark ups at the start of the season and to keep them place until the end of the season.)

f. The amenity blocks are professionally cleaned after major events, where as hirers of district levels fields are required to keep the facilities in a clean condition.

While local sport groups conducting their local district competitions at CCSALP benefit from the extra provision of generally higher facility standards compared to district level fields, these benefits are offset by the inconvenience of needing to relocate their activities from time to time to allow for either a) the conduct of a major event (such as a national, state or regional sporting event) or b) to allow time for the playing surface to recover after a major sporting event.

In view of the balance of advantages and disadvantages experienced by local sports conducting district competition and training on CCSALP, the current hiring and fees policies has accommodated this situation by not charging extra for provision of a higher quality facilities at CCSALP. Instead it charges fees as per a district level competition, but with the added requirement of temporary relocation to an alternate district facility in order to accommodate regional events.

In early 2016 two other bodies of work will be complete that will further clarify the hierarchy of prioritisation of event use at CCSLAP and aim to reduce conflict and issues between event and ground usage. These two documents are;

- The Coffs Harbour Event Strategy
- The review of sports ground Fees and Charges

Recommendation 2015:

The policy for prioritising use and bookings for CCSALP is therefore as follows;

Priority 1:	Major and significant events – with a hierarchy of order to go from international to national to state to regional to local.
Priority 2;	Training associated with representative teams and development squads which are not part of the local district competitions.
Priority 3:	Competition for local district competitions
Priority 4:	Training for local district competitions

Review of Coffs Coast Sport and Leisure Master Plan

The 2010 master plan for this site has been revised to accommodate the following changes. A copy of the proposed master plan is included in this chapter;

a. Removal of potential site for radio controlled car off-road track

A site adjacent to the Coffs Harbour Motor Cycle Club has been investigated for its suitability to develop an off-road track for the radio-controlled car club. The investigation found the site is very flood prone and therefore, the track and associated infrastructure such as storage sheds or viewing platforms would be highly susceptible to flood damage. Additionally, the area would require removal of some vegetation, thus requiring compensatory planting to offset the clearing of vegetation and this was seen as cost prohibitive to the radio-controlled car club. Since the investigation, the club has been successful in finding a suitable track location at the Coffs Harbour Showground.

b. Additional grandstand facilities at C.ex Coffs International Stadium

Current provision of grandstand seating is less than 1000, and this has a major impact on ticketing sales and revenue, as well as attracting certain major events. Staying competitive with other regional stadiums by increasing the provision of seating is pivotal to ensuring the Stadium can continue to attract major events. Concept plans are already in place.

c. Additional parking

Large events such the NSW Junior Oztag State Cup attract approximately 4,000 players and an additional 4,000 visitors. The current parking provision at CCSALP is inadequate to meet the needs of large events such as this. New additional car parking areas have been proposed on the master plan, the largest being located on the east end of the undeveloped fields on the west precinct.

d. New taxi and bus terminus

The CCSALP has no formalised taxi and bus terminus which creates difficulties moving large numbers of people on public transport to or from the venue. A new taxi and bus terminus is proposed on Stadium Drive, south of the Stadium.

e. Future Investigation site for a Sports Village

A recently completed feasibility study into a Coffs Harbour Centre of Excellence for Sport (adopted by council on 26 November, 2015) has identified a number of potential developments which could complement the existing facilities and services already in place at CCSALP and throughout in the Coffs Harbour.

Central to supporting the growth of the sports industry is a modern interpretation of a Sports Administration centre which would provide a central point for sport administrations from a range of sports to base their office operations from.

f. Removal of athletics track and associated infrastructure from the CCSALP East field.

The 2010 recommendation was made because it was the only large enough site where athletics could co-share with the existing user groups without unduly hindering the activities of the other user groups. It was found athletics could co-share with the existing groups of hockey and cricket and multipurpose major events if the track was placed on the east field and the field event infrastructure on the adjacent Stadium warm up field was used. This arrangement allowed for the east field to remain a flexible space that could be reconfigured for different sports and events.

The 2010 recommendation was made in the context of Phil Hawthorne road being road carrying very little traffic. In 2015 Phil Hawthorne Drive became a new access point to the Coffs Harbour Health

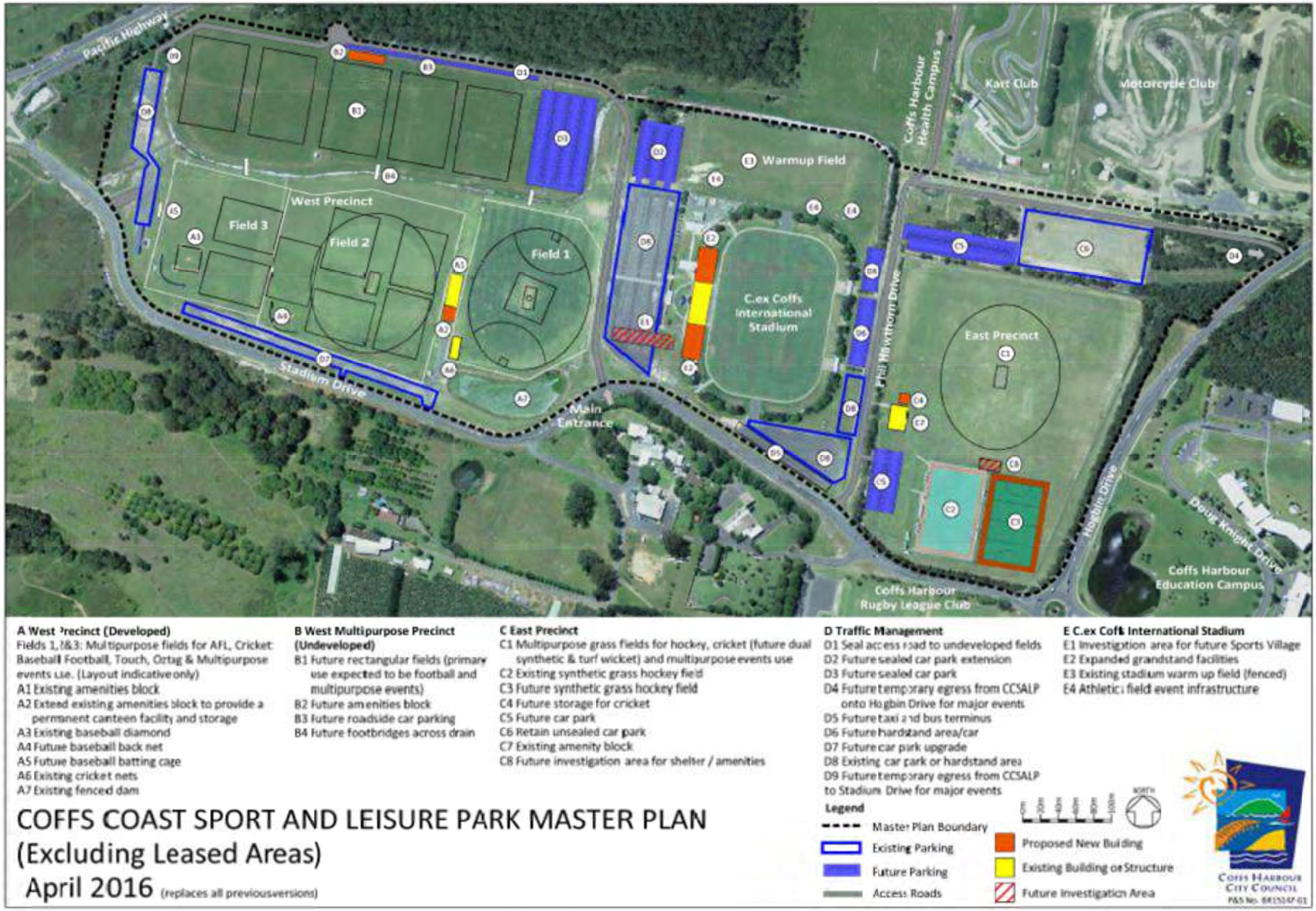
Campus and its new car park, and has generated large increases in the volume of traffic using this road. It is not seen as a sustainable arrangement to require young athletes to cross the road before and after every field event. Considering the current and future traffic volumes on Phil Hawthorne Drive, locating the field event infrastructure on the east field would offer a more secure and contained environment for the athletes. Unfortunately the installation of field event infrastructure on the east field would have a significant negative impact on the other existing user groups by restricting their field layouts. Locating the field events on the edge of the east field was considered, however it is not a suitable solution for athletics because the edges of this flood prone and low lying field and are boggy in wet weather. Also of a concern is the susceptibility of long jump and throwing cage infrastructure to flood damage.

With this site now considered unsuitable for a permanent grass track, Toormina will remain the home for Coffs Coast Little Athletics for at least the short to medium term.

g. Traffic Management

The efficiency of the traffic management associated at the C.ex Coffs International Stadium is a key to the level of satisfaction of spectators and other visitors who attend major events. An ongoing issue raised is the traffic congestion that occurs prior to and at the conclusion of major events. It is recommended that a comprehensive investigation take place into options to reduce the traffic congestion around the Stadium during major events, including the option for a second roadway and access to C.ex Coffs International Stadium that connects directly to Stadium Drive.

Attachment 1



4.2 TOORMINA SPORTS COMPLEX

(Refer to page 55 of the Coffs Harbour Sports Facility Plan 2010)

The 2010 master plan for this site has been revised to accommodate the following changes. A copy of the proposed master plan is included in this chapter;

a. Retention of athletics track

With a future permanent grass track at CCSALP East field now unviable owing to changes to Phil Hawthorne Drive, the Coffs Coast Little Athletics will consolidate their activities at Toormina Oval for at least the medium term. In response to this and in preparation for the 2015 season, the Club has invested in new field event infrastructure at Toormina Oval, but they are still challenged with storage requirements and Council will continue to liaise with them to find a way to mitigate the problem.

b. Additional parking

Sawtell and District Football Club is the largest football club in the LGA with membership approaching 500. A future new amenity block located on the west end of the existing main car park will be central to all future fields once the new football field is constructed east of the creek. However, increased provision of playing fields and growth in club membership will further strain demand for parking. Additional parking adjacent to the new football field east of the creek (with a pedestrian link back to the east fields) will ease the parking congestion. Further, it will also help to provide parking for large cycling events held at the velodrome or criterium track.

c. Removal of proposed new public toilets on north end of site

A new public toilet amenity block located on the north boundary is not central enough to offer a convenient service to most sports field players and spectators. More centrally located facilities will be more convenient and well used. Given the large investment required for this type of facility, it has been removed from the plan and the existing public toilet provision in the amenities located close to Toormina Road retained.

d. Retaining existing location of BMX track

The 2010 master plan recommended the BMX be reconstructed in an undeveloped site close to the velodrome. This carried the advantage of amalgamating all the various types of bicycle activities together to create a Bike Park concept.

The cost of replicating the existing track was prohibitive and it was holding back the BMX Club from making improvements to their facility. The Club has since been able to upgrade their track with improved lighting, drainage and bitumen berms

e. Recommendation for BMX to eventually cease use of existing amenities at the bottom of the BMX track.

The existing amenity block located at the bottom of the hill is not connected to the sewer system and relies on a pump station. It is in an isolated location, surrounded by vegetation, and not well designed for optimal personal security of people using the facility.

The Open Space Developer Contribution Section 94 Plan includes an allocation to connect the site to the sewer system close to the canteen building at the top of the hill. This location and building is easily seen from the street and provides greatly improved passive surveillance of the facilities. The sewer

connection will allow the Club to undertake future improvements and extensions to the building without the financial burden of paying to bring the sewer network from a distant location. Should the club develop a sufficient amount of toilets at the top of the site, the existing facility could be decommissioned.

f. Reconfiguration of the Criterium track

The criterium track has been built to minimum standards and has a limited application for events because it is only 3m wide when the standard width for competition is 6m.

The 2010 master plan outlined a track course which has drawn criticism and raised safety concerns owing to the design including some sharp corners.

The 2010 master plan design also included the need to construct culvert crossings over the large drain and added design costs to construct the track through a wet low lying area.

The new course design, although conceptual only at this stage, delivers a shorter but wider track with more subtle cornering while retaining some interesting features. It does not extend into the low lying wet area on the east of the site.

g. Removing netball training courts from the plan

The 2010 Plan included provision for up to 6 courts for netball. Leading up to the 2010 Plan the Sawtell Toormina Club had been using grass courts next to the velodrome for training once a week. These courts had poor visual surveillance and were poorly drained. The club ended up returning training to Vost Park where the standard of facility is much higher.

Subsequent investigations have identified that the Sawtell Toormina Club is one of five clubs in the Coffs Harbour association, and their need for a training venue for is generally limited to junior teams. With potential use limited to mainly junior teams from one club training for roughly six months a year, the 2010 recommendation is not considered to provide a cost effective facility model for this sport.

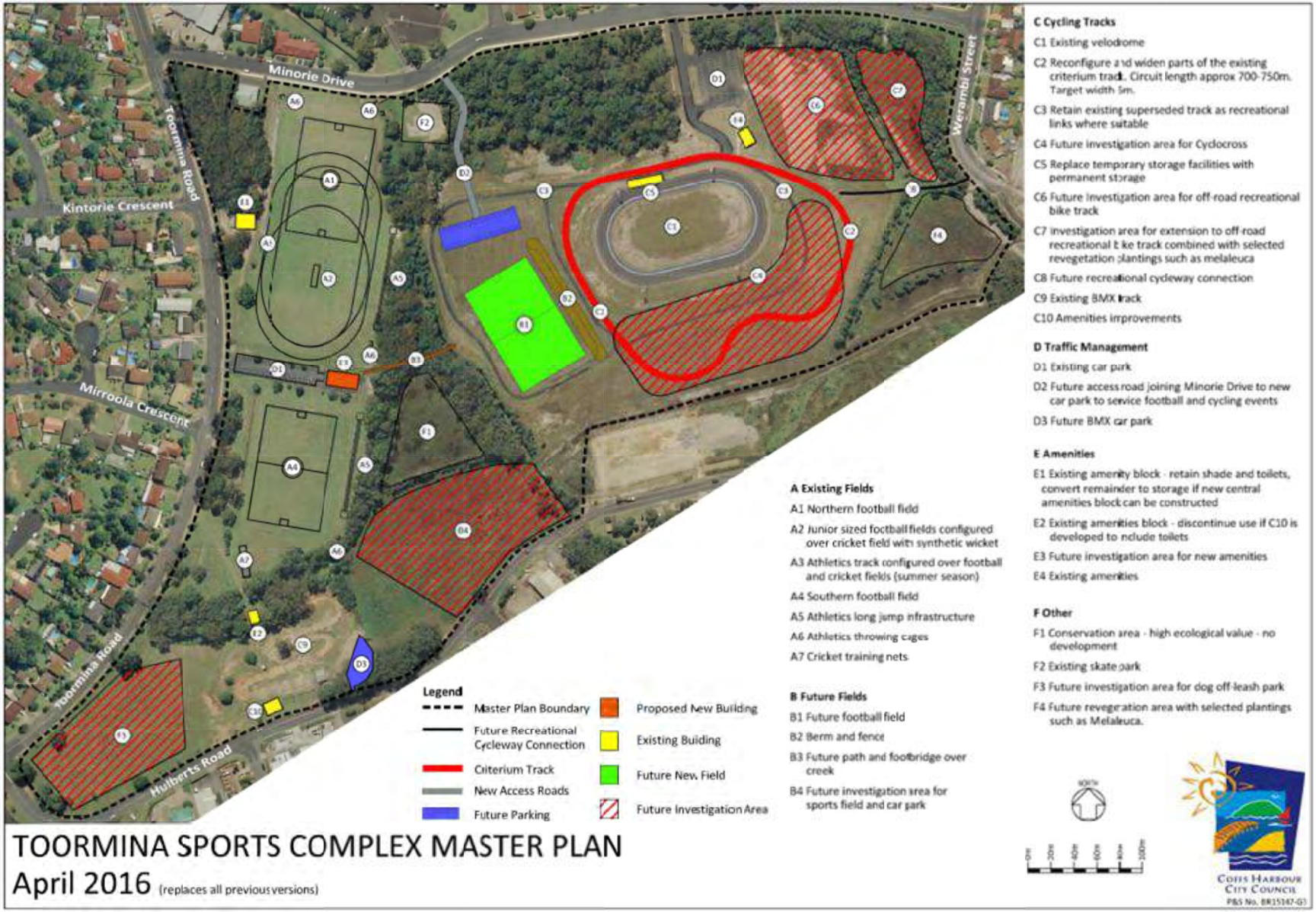
Alternately, investment in a centralised facility at Vost Park is considered to deliver greater overall benefit to the regions netball players, as compared with the development of satellite training facilities. This strategy is commonly adopted in other regional areas, for example Port Macquarie has one facility with 11 courts for training and competition purposes for over 1200 players.

h. New amenities building

The Toormina Sports Complex Master Plan supports the provision of a new amenities block on the eastern side of the main car park servicing the western sporting facilities. Based on the existing high use of this site all year, the growing participation by females in both football and athletics, and the proposal for athletics to be retained at the Toormina Sports Complex until the Northern Storm Football relocates from York St Oval to Moonee Sports Complex, it is reasonable to nominate a new amenities building as a Short Term project.

Therefore the recommendation is to construct a new amenities building incorporating ‘female friendly’ design at Toormina Sports Complex to be delivered in the Short Term.

Attachment 1



TOORMINA SPORTS COMPLEX MASTER PLAN
April 2016 (replaces all previous versions)

4.3 FUTURE MOONEE SPORTS COMPLEX

(Refer to page 58 of the Coffs Harbour Sports Facility Plan 2010)

The 2010 master plan for this site has been revised to accommodate the following changes. A copy of the proposed master plan is included in this chapter;

a. *Removal of two rectangular fields and one AFL/cricket oval*

The low lying areas of the future Moonee Sports Complex were mapped as an endangered ecological community as part of Council's fine scale vegetation mapping and adopted by Council in 2013. This is a major constraint on site development and now requires this section of the land to be reserved for conservation purposes. The original master plan included two levels or decks of playing fields separated by a batter. A batter through the middle of the site remains on the master plan (although slightly repositioned), however now the lower portion of the site is reserved for conservation purposes. This conservation area has been limited to only the areas mapped as an endangered ecological community in order to maximise the sport field provision.

b. *Removal of footprint for an indoor multipurpose centre*

The 2010 Plan had considered two sites for a future multipurpose indoor centre; one on this site and the other at the future West Woolgoolga Sports Complex site. In 2011 Council confirmed its support for the West Woolgoolga site and the future West Woolgoolga Sports Complex site master plan was reviewed to incorporate a multi-purpose indoor centre.

c. *Amenity Block provision reduced from two to one*

The reductions in the number of fields the site can now accommodate allowed the design to keep all the fields on one level or deck, therefore eliminating the need for two separate amenity blocks.

d. *Relocation of main entry*

In order to reduce the length of the internal road network and to reduce the cost of this infrastructure, the main entrance was moved approximately 100m north along Solitary Islands Way.

e. *A change in the range of sports using the site.*

Participation trends in rugby league and rugby union have indicated these two sports have adequate provision for the long term on other sites in the LGA. Therefore the two rectangular fields were removed from the plan. Football and cricket remain the two key user groups on this site and are driving most of the demand. The east end of the site has enough size to accommodate an AFL oval, and this is noted on the plan as an area of investigation for this sport. However, the West Woolgoolga Sports Complex may be a better fit for this sport and this is under consideration as an alternative to the Moonee Sports Complex, with a decision to be made in the next formal review of this document.

Attachment 1



4.4 FUTURE WEST WOOLGOOLGA SPORTS COMPLEX

(Refer to page 57 of the Coffs Harbour Sports Facility Plan 2010)

The 2010 master plan for this site has been revised to accommodate the following changes. A copy of the proposed master plan is included in this chapter;

In August 2012, Council adopted a revised master plan and sports field layout for the future West Woolgoolga Sports Complex. The features of this master plan remain largely the same, with the following small changes;

a. *Removal of the baseball batting cage*

   The 2010 Plan had endorsed a facility model for baseball involving a central competition venue combined with satellite training facilities and a batting cage for baseball had been included in the 2012 adopted master plan.

   Given the trends in baseball participation levels and the high cost of infrastructure it requires, the five year review recommends centralised provision of facilities for baseball at Coffs Coast Sport and Leisure Park.

b. *Small refinements to the footprint of the Multipurpose Centre and amenity block.*

   In 2013 Northern Beaches Chamber of Commerce multipurpose Centre committee developed architectural concept plans for the multipurpose centre. The proposed building footprint and the two proposed stages of development are shown on the 2015 master plan.

c. *Change in location for a future proposed playground*

   The 2012 plan included a small area for a playground to serve the needs of the sports complex user groups and the future surrounding residents. This area was small and offered limited passive surveillance opportunities. In addition, to accommodate a total of three courts, the space was required by multipurpose centre. An investigation area over a sizable piece of land on the north-west corner of the site has been nominated for future investigation to assess its suitability for playground facilities.

d. *Inclusion of small amenities to service users of the western fields proposed for inclusion in the second stage of the multipurpose centre.*

   When the concept plan for the multipurpose centre was designed in 2013, it was determined it would be more cost effective to construct a small amenities within the multipurpose centre rather than construct a stand-alone structure. This would also allow for use by the indoor centre users as well.

e. *The inclusion of a shade shelter for the western fields.*

   A shade shelter is proposed as more cost effective structure than building a complete stand-alone amenities block. Its location will offer good passive surveillance opportunities.

f. *A reduction in the length of pedestrian links*

   The 2012 included an extensive network of paths designed to facilitate movement within and through the site by sports participants and as a recreational walking opportunity for future residents. This level of provision is not replicated anywhere else at sport filed in the LGA and was determined to be excessive. As a result the length of pedestrian links have been reduced.

g. Inclusion of high fence behind the baseline of the southern rugby field.

A high fence behind the baseline of the southern rugby field will help manage the impact of balls on the adjacent greenhouses on the neighbouring property.

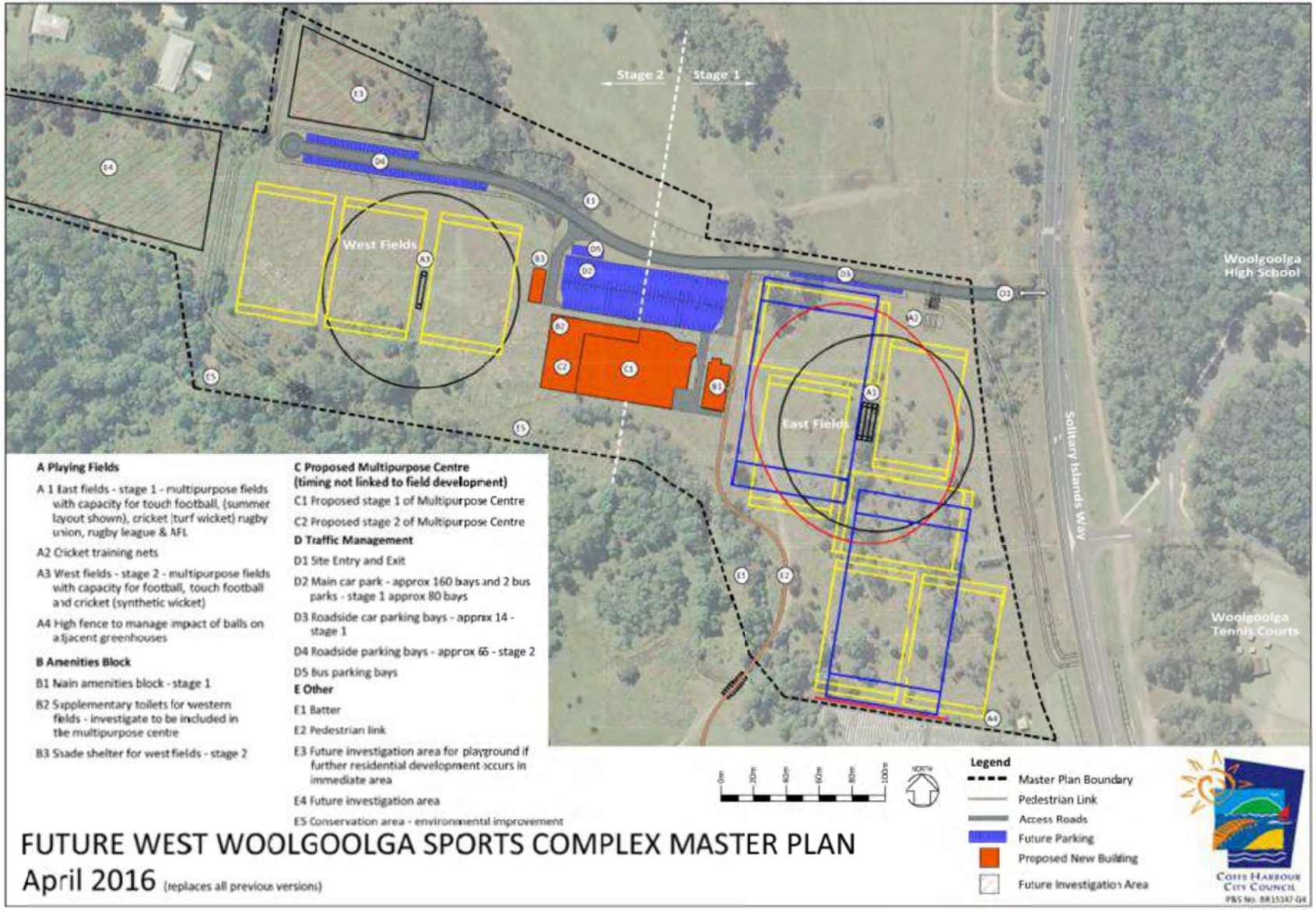
h. The addition of an AFL oval overlaid onto the multipurpose fields on the eastern playing fields precinct.

The playing surface and the amenities at Centennial Oval at Woolgoolga are too small to fully cater for senior level AFL for local competition, and needs improved subsurface drainage, and while it will be adequate while the Northern Beaches Club rebuilds, a new AFL field to service the future needs of AFL is considered essential.

The demand for Rugby Union at West Woolgoolga Sports Complex is not as high as originally estimated suggesting there is merit for Rugby Union to retain Centennial Oval as the home of rugby union on the northern beaches and AFL to move to West Woolgoolga Sports Complex once it is constructed.

At this stage, rectangular fields for rugby union will remain on the master plan for the future West Woolgoolga Sports Complex, but will also show with the addition of an AFL field. Demand for rugby union and AFL on the Northern Beaches will be re-evaluated as part of the 2020 Sports Facility Plan review, with a final determination being made then.

Attachment 1



CHAPTER 5 - CAPITAL WORKS SCHEDULE

The table in Appendix 1 is an updated listing of all identified capital improvement projects originating from the 2010 study and associated strategic directions. The updated 2016 table incorporates the following information:

- An inventory of existing facilities by Planning Precinct, then by specific reserve or facility.
- The ownership and management arrangements for all reserves / facilities.
- A listing of all capital improvement projects and associated strategic directions.
- A proposed timeframe for implementation of all projects that reflects community need, where:

  ST = Short Term (1 – 7 years) ie 2016-2022

  MT = Medium Term (8 – 12 years). ie 2023-2027

  LT = Long Term (13+ years). ie 2028 onwards

Note, the timeframe for implementing projects that either wholly or partly relies on Council funds will be dependent upon Council's budget considerations and capital works program. This means there is no guarantee that the projects will be completed within the nominated time frame.

Important Notes:

1. *The identification of a project within the Sports Facility Plan does not commit any organisation to a responsibility for funding allocated projects, including Coffs Harbour City Council, which has to balance its limited resources with other commitments and projects.*
2. *Lessees are expected to continue to generate the majority of funding for facility upgrades.*
3. *Commitment to and allocation of funds to particular projects will be determined following an assessment of the capacity of an organisation to contribute funds.*
4. *Many of the new and upgrade projects identified for existing sporting facilities will require specialist contractors to undertake a more detailed investigation and scoping of works to enable a more accurate quantum of costs to be provided.*
5. *All projects completed since the 2010 Sports Facility Plan have been removed from the 2016 Capital Works Schedule table.*

The Planning Precincts used throughout this report and which are incorporated in the Capital Works Schedule table in Appendix 1 are defined below.

Precinct Name	**Townships / Areas within the Precinct**
Far Northern Beaches	Red Rock, Corindi Beach
Woolgoolga	Arrawarra, Mullaway, Woolgoolga, Safety Beach
Northern Beaches	Sandy Beach, Emerald Beach, Moonee Beach
Coffs Harbour Urban	Coffs Harbour Urban Area, Korora, North Boambee Valley
Korora West / Moonee West	West of the Pacific Highway extending north of Coffs North and Korora
Middle Boambee	West of the Pacific Highway extending along the Boambee Valley
Sawtell / Toormina / Boambee East	Sawtell, Toormina, Boambee East
Bonville	Bonville
Far North Rural	Dirty Creek, Upper Corindi, Barcoongere
North Rural	Nana Glen, Bucca
South Rural	Coramba, Karangi, Upper Orara
Far West Hinterland	Lowanna, Ulong

Quick Reference Guide to Listings in the Capital Works Schedule

NAME OF SPORTS VENUE (ALPHABETICAL ORDER)	PAGE
Ayrshire Park	11
Boambee Reserve	12
Brelsford Park	5
C.ex Coffs International Stadium	6
Centennial Oval	2
Clive Joass Memorial Sports Park (formerly High St Sports Complex)	2
Coffs Coast Sport and Leisure Park	6
Coffs Harbour Showground	5
Combined Street Sportsground - Future Project	9
Coramba Recreation Reserve	17
Corindi Beach Community Tennis Court	1
Corindi Sportsground	1
England's Park	6
England's Park Tennis Courts	6
Fitzroy Oval	5
Forsyth Park (aka Maclean St Oval)	8
Geoff King Motors Oval (formerly Advocate Park)	7
Hillview Tennis Courts	8
Jetty Oval	5
Korora Oval	5
Lowanna Community Tennis Courts	18
Lower Bucca Sportsground	16
Moonee Sports Complex - Future Project	10
Moonee Tennis Courts	4
Nana Glen Sport Recreation and Equestrian Centre	16
Nana Glen Sports Field	16
Nana Glen Tennis Courts	16
Polwarth Drive Sports Field	8
Red Rock Community Tennis Court	1
Reg Ryan Oval	8
Richardson Park	13
Sawtell Oval	13
Sawtell Tennis Courts	14
Sawtell Toormina Sport and Recreation Club	12
Sportz Central	7
Toormina Sports Complex	12
Ulong Showground	18
Upper Orara Recreation Reserve	17
Vost Park Netball Complex	8
West Woolgoolga Sportsground (Future Project)	3
Westside Tennis Courts	9
Woolgoolga Netball courts	3

NAME OF SPORTS VENUE (ALPHABETICAL ORDER)	PAGE
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Woolgoolga Tennis Courts	3
York St Oval	5

APPENDIX 1 –

CAPITAL WORKS SCHEDULE

APPENDIX 2 –

UNEDITED SECTIONS FROM THE 2010 SPORTS FACILITY PLAN

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1. Strategic Context

The sports facility planning study was carried out with consideration of the following policy and planning inputs, and the current provision of sporting facilities.

1. Council strategies and planning reports.
2. Demographic profile of Coffs Harbour LGA and population projections.
3. Population characteristics of the 12 planning precincts.
4. Current sports facility provision.

1.1. Corporate Policy and Planning

A review of the following planning documents was completed to identify key corporate directions and strategies to inform the sports planning process.

(Refer Appendix 1 for a summary of key informant reports. Others listed, but not formally summarised, provided important site-specific or issue-specific information).

- Our Living City – A Settlement Strategy for Coffs City to 2031 (2008).
- Rural Residential Strategy (2009).
- Draft Open Space Strategy (2010).
- Recreation Preference Study (2004).
- Open Space Strategy (1998).
- Coffs Coast Sport and Leisure Park Plan of Management (2001).
- Other Sports Fields Plans of Management.
- Various Development Control Plans.
- Draft Sportz Central Business Management Plan (2008).

1.2. Demographic Characteristics of the Coffs Harbour LGA

The demographic characteristics of the Coffs Harbour LGA[1] that are relevant to sports facility planning are outlined below.

- The estimated population of the Coffs Harbour LGA was 68,992 people in June 2007.
- The annual population growth of the LGA was in excess of 4% during the 1970's and the 1980's, but has since slowed to a rate of approximately 1.4% per annum. Compared with the other seven LGAs within the Mid-North Coast Region[2], Coffs Harbour LGA's growth rate was the 4th fastest in the period for 2001 – 2006.
- The demographic profile of the Coffs Harbour LGA is different to that of all of NSW, in that its overall age profile tends be 'older', as evidenced by Table 1, which shows that:
  - 27.9% of the population are aged 45 – 64 years, compared to 24.6% for all of NSW.
  - 16.6% are aged over 65 years, compared to 13.5% for all of NSW.

[1] Source: Coffs Harbour City Community Profile, 2009.

[2] The Mid-North Coast Region comprises the LGAs of Clarence Valley, Coffs Harbour, Nambucca, Kempsey, Hastings, Greater Taree and the Great Lakes.

– 55.5% are aged under 45 years, compared to 61.9% for all of NSW.

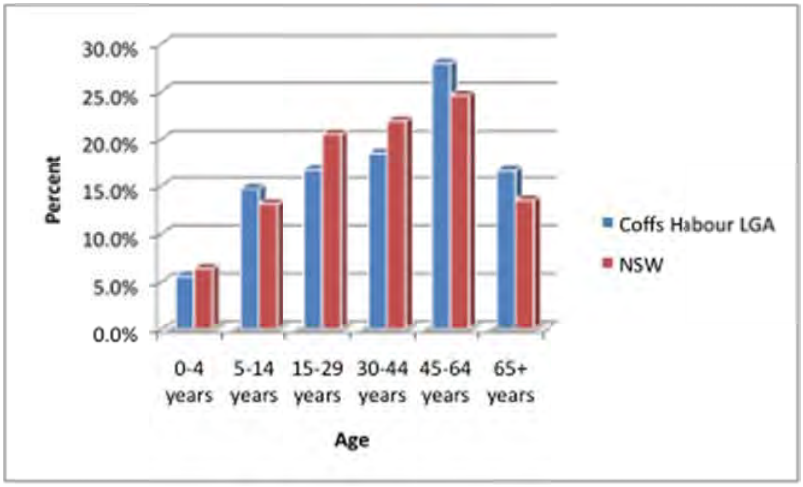


Table 1 – 2006 Population Profile of Coffs Harbour LGA Compared to NSW

- Further, the median age in the Coffs Harbour LGA was 41 years in 2006, compared to 37 years for all of NSW.
- Coffs Harbour LGA has a relatively low level of cultural diversity with 83% of residents Australia-born, compared to only 69% for all of NSW.

Implications for Sports Planning

Research shows that the rate of participation by people in 'club-based activities'[3] is highest for young people and declines with age. This is evidenced by research conducted by the Australian Sports Commission that shows that in 2008, 41.2% of all 15-24 year olds in Australia participated in club-based activities compared to only 18.6% of people aged over 65 years[4]. (Refer Section 4 for additional information on the participation patterns of people in sport). Given the older age profile of the Coffs Harbour LGA, it can be reasonably expected that the current demand for sporting facilities may not be as high when compared to other communities where the prevailing profile is 'younger'.

Conversely, research shows that Australia-born people have a higher rate of participation in physical activity compared to people born overseas, particularly people born in countries that speak a language other than English[5]. Coffs Harbour LGA has a comparatively high proportion of Australia-born residents so the overall level of participation may be higher. Also, a community's diversity may also influence the preferred type of sports played. Coffs Harbour is experiencing growth in multi-culturalism and has over recent years had an influx of immigrants from other countries. Woolgoolga, in particular, has a high resident population of Sikhs, and in fact Coffs Harbour hosted the 2009 Sikh Games, a major sporting event for the Sikh community. However, given that the Coffs Harbour LGA has a high Australia-born population, it can be reasonably expected that traditional

[3] 'Club-based activities' = physical activity that was organised in full or part by a sport or recreation club or association that required payment of membership fees or registration, as defined in the Participation in Exercise, Recreation and Sport Survey (ERASS), ASC, 2008.

[4] Source: Participation in Exercise, Recreation and Sport Survey (ERASS), ASC, 2008.

[5] Source: Migrants and Participation in Sport and Physical Activity, ABS, 2006.

'Anglo' sports such as cricket, rugby league, rugby union, tennis, and netball will continue to be popular.

1.3. Population Projections

A key to predicting the broad future sporting needs of a local government area is to understand the projected growth of the population, particularly the growth within specific age cohorts. This section analyses the projected population growth of the Coffs Harbour LGA[6], and drills down to the 'younger' age cohorts, which generally comprise the highest proportion of users of sporting facilities.

The population of Coffs Harbour LGA is projected to steadily increase by an additional 30,000 people by 2031 (or 43.5% total growth between 2007 and 2031), and with this increase there will be significant changes in Coffs Harbour's population dynamics over the next two decades. Table 2 below outlines the projected age distribution for the Coffs Harbour LGA to 2031, and shows that:

- Coffs Harbour is expected to experience continued migration of retirees to 2031, evidenced by a projected increase of 19,780 people aged over 65 years by 2031 (or a 167.3% increase in this age cohort).
- The smallest proportional growth will be experienced in the 5-14 years and the 15-24 years age cohorts.
- By 2031, the number of people aged over 45 years will be more than half of the Coffs Harbour LGA population, with the remaining 42% spread relatively evenly between the 5-14 years, the 15-24 years, the 25-34 years and the 35-44 years age cohorts.

Table 2 - Projected Population by Age Cohorts for Coffs Harbour LGA

Age	2006	2021	2031	Change 2006-2031	% Change
0-4	3,820	4,040	4,160	**340**	**8.9%**
5-14	9,740	9,500	10,050	**310**	**3.2%**
15-24	8,550	8,870	8,890	**340**	**4.0%**
25-34	6,600	7,770	7,740	**1,140**	**17.3%**
35-44	9,390	9,450	10,460	**1,070**	**11.4%**
45-64	19,340	24,770	25,800	**6,460**	**33.4%**
65+	11,820	22,810	31,600	**19,780**	**167.3%**
TOTAL	**69,260**	**87,210**	**98,700**	**29,440**	**42.5%**

Further, the projected median age in 2031 is 51 years, compared with the projected median age of 52 years for the Mid-North Coast and 40 years for all of NSW.

Notwithstanding the above projections, it should be noted that discussions with Council officers have confirmed that Coffs Harbour City Council is aware of the significant challenges that confront it if the projected growth follows this pattern of significant 'ageing', especially in relation to the impact of the need to increase the delivery of social services, aged services, etc. and the likely overall decrease in the proportion of residents who have the capacity to pay for services.

[6] Source: Coffs Harbour City Community Profile, 2009.

Council and staff are working on various strategies to stimulate new long-term business and employment growth in Coffs Harbour to ensure that the LGA remains an attractive option for working-age residents to remain in Coffs Harbour and for new young families to migrate to Coffs Harbour, with the overall aim of mitigating the projected skewed profile of the population to a comparatively 'old' one.

Main Areas to Experience Population Growth

The five key areas that will absorb most of the projected population increase are:

1. West Woolgoolga 3,850 additional people to the year 2031
2. Northern Beaches 3,230 additional people
   (Hearnes Lake District, Moonee Beach)
3. Coffs Harbour Urban 10,950 additional people
   (mainly in Coffs West and in the North Boambee Valley)
4. Sawtell / Toormina 6,510 additional people
5. Bonville 1,000 additional people

Implications for Sports Planning

As previously mentioned, research shows that the rate of participation by people in club-based activities declines with age, and the highest proportion of participants are aged under 44 years. Table 2 shows that the projected net increase in the number of people between 2006 and 2031 in the active age cohorts of 15-24 years and 25–34 years is only 1,480 people (see yellow shading). Given that the overall growth in the 'active age cohorts' to 2031 is projected to be marginal, it could be hypothesised that if the level of sports facility provision is right now (2009) then generally it should be adequate for the future population to 2031. (The key deficiencies with this assumption are that no allowance has been made for the potential impact on the population profile from any future economic development initiatives, and the current location of sporting facilities may not necessarily reflect the spatial distribution of the active age cohorts in 2031).

The data in Table 2 (see green shading) also suggests that the number of sporting facilities utilised and preferred by older adults, such as bowling greens, golf courses and tennis courts, will likely need to be increased in the future to meet new demand.

Based on projected growth (which reflects the residential release areas identified in the Settlement Strategy), the high need area for new/upgraded facilities will be Woolgoolga, Moonee Beach, West and South Coffs Harbour Urban, and Sawtell / Toormina, and more long-term in Bonville area.

1.4. Population Characteristics of the 12 Planning Precincts

Whilst the above summary of the key Coffs Harbour City demographic characteristics is important, it is equally important to recognise that different population characteristics may exist between different areas of the LGA. The *Open Space Strategy* identified 12 planning precincts as the basis for undertaking a more detailed analysis of defined areas. The planning precincts were established after consideration of ABS collector districts, topographical features, and the likely catchment areas for the use of open space. Refer Section 11 for a description of the townships and areas that make up each planning precinct.

Table 3 on page 11 provides an overview of key demographic characteristics for each planning precinct and compares this data with all of Coffs Harbour City.

The key information from the analysis includes:

- Almost three-quarters of the population reside in the three planning precincts of Coffs Harbour Urban (40.5%), Sawtell / Toormina / Boambee East (23.1%) and Woolgoolga (10.0%). These proportions of the population are projected to remain almost identical as the total LGA population increases to over 90,000 people by 2031.
- The largest net growth of people is also predicted to occur in these three planning precincts, with Coffs Harbour Urban predicted to increase by approximately 11,000 people to 2031 and will experience the largest growth of all precincts.

- Of the other precincts, the Northern Beaches is predicted to increase by over 3,000 people to 9,067 people by 2031.
- The rural or non-coastal planning precincts (Far North Rural, North Rural, South Rural and Far West Hinterland) will continue to have relatively small populations through to the period 2031.
- The age profile of all planning precincts in 2006 was relatively similar, although the rural planning precincts tended to be slightly 'younger' areas, as evidenced by the comparatively higher proportion of residents aged under 14 years and lower proportion of residents aged over 65 years.
- Of the three highly populated planning precincts, Sawtell / Toormina / Boambee East has the highest proportion of residents aged under 25 years (34.4%), followed by Coffs Harbour Urban (31.6%) and Woolgoolga (28.0%), although Coffs Harbour Urban still has the highest number of residents aged under 25 years (8,300), followed by Sawtell / Toormina / Boambee East with 5,200.

Note, it is understood that the Coffs Harbour City Council is currently developing standardised planning precincts that will form the basis for the majority of Council's corporate strategies / plans. It is intended that the planning precincts utilised in the Sports Facility Plan will be modified to accord with these in conjunction with future planned reviews of the document.

Map 1: Sports Plan Precinct Maps

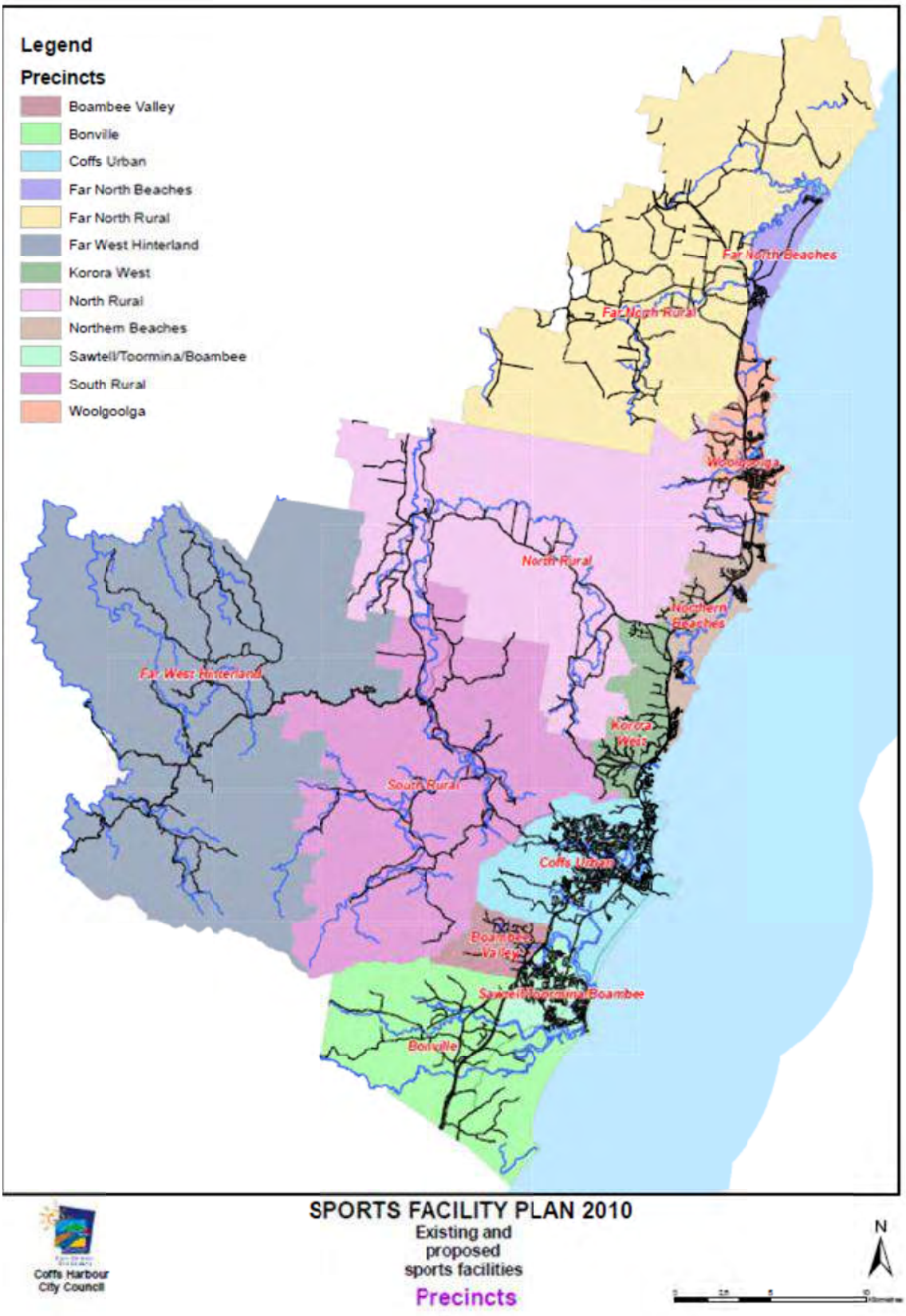


Table 3 – Comparative Analysis of Coffs Harbour LGA Planning Precincts (data sourced from ABS 2006 Census)

Planning Precinct	Current and Future Population					% of 2006 Population in Specific Age Cohorts				
	2001	2006	% difference 2001 - 2006	2031	% difference 2006 - 2031	0-14 yrs	15-24 yrs	25-44 yrs	45-64 yrs	65+ yrs
Coffs Harbour LGA	**60,635**	**64,913**	**7.0%**	**93,070**	**43.4%**	**19.6%**	**12.3%**	**23.1%**	**27.9%**	**17.1%**
1. Far Northern Beaches	932	1,142	22.5%	1,768	54.8%	20.6%	10.9%	23.2%	29.3%	16.1%
2. Woolgoolga	6,215	6,500	4.6%	10,353	59.2%	17.8%	10.2%	19.0%	30.2%	22.8%
3. Northern Beaches	5,342	5,834	9.2%	9,067	55.4%	23.2%	12.1%	24.2%	29.7%	10.8%
4. Coffs Harbour Urban	24,718	26,342	6.6%	37,290	41.6%	18.0%	13.6%	22.9%	26.4%	19.0%
5. Korora West / Moonee West	1,253	1,396	11.4%	2,142	53.4%	20.9%	12.4%	23.7%	31.7%	11.4%
6. Middle Boambee	1,555	1,583	1.8%	2,008	26.8%	23.7%	11.9%	21.6%	33.8%	9.0%
7. Sawtell / Toormina / Boambee East	13,571	15,011	10.6%	21,522	43.4%	22.4%	12.0%	23.5%	25.5%	16.7%
8. Bonville	1,995	2,028	1.7%	2,870	41.5%	21.2%	12.0%	20.7%	35.1%	11.1%
9. Far North Rural	370	445	20.3%	545	22.4%	22.7%	11.2%	18.9%	33.3%	13.9%
10. North Rural	1,953	1,990	1.9%	2,305	16.0%	24.1%	10.8%	25.1%	30.8%	9.3%
11. South Rural	2,178	2,118	-2.8%	2,570	21.3%	23.9%	11.4%	24.7%	31.9%	8.2%
12. Far West Hinterland	553	524	-5.2%	630	20.0%	24.2%	12.8%	22.9%	32.6%	7.4%

Implications for Sports Planning

The net population growth projected to occur in the four planning precincts of Coffs Harbour Urban, Sawtell/Toormina/Boambee East, Woolgoolga and Northern Beaches will likely result in a corresponding increase in demand for access to sporting facilities in these four precincts. These four areas should be the focus for the planning for new sporting facilities or the upgrade of existing sporting facilities. Given that the rate of participation by people in club-based activities is highest for people aged Under 44 years, it can be expected that there will continue to be high demand for facilities in Sawtell/Toormina/Boambee East and Coffs Harbour Urban, and strong demand in the Woolgoolga and Northern Beaches planning precincts.

1.5. Current Sports Facility Provision

An audit and review of the existing provision of sporting facilities for the 12 nominated sports was undertaken by site inspection and desktop assessment. (Refer Appendix 2 for detailed audit of the existing provision of sporting facilities). A summary of the quantity and distribution (by planning precinct) of the sporting facilities is shown in the following table.

Table 4 – Number of Sporting Facilities by Planning Precincts of the Nominated 12 Sports

Planning Precinct	AFL Ovals	Athletics	Baseball	Basketball	Cricket	Hockey	Netball	Rugby League	Rugby Union	Soccer	Softball	Tennis
Far Northern Beaches	-	-	-	-	1	-	-	-	-	2	-	2
Woolgoolga	1	1	1	-	4	-	8	2	-	2	-	6
Northern Beaches	-	-	-	-	-	-	-	-	-	-	-	1
Coffs Harbour Urban	2	1	2	3	9	1	21	2	1	9	-	23
Korora West / Moonee West	-	-	-	-	-	-	-	-	-	-	-	-
Middle Boambee	-	-	-	-	-	-	-	-	-	1	-	-
Sawtell / Toormina / Boambee East	1	1	1	-	5	-	6	2	2	2	-	12
Bonville	-	-	-	-	-	-	-	-	-	-	-	-
Far North Rural	-	-	-	-	-	-	-	-	-	-	-	-
North Rural	-	-	-	-	3	-	-	-	-	2	-	4
South Rural	-	-	-	-	-	-	-	2	-	1	-	2
Far West Hinterland	-	-	-	-	-	-	-	-	-	-	-	2
Total	4	3	4	3	22	1	35	8	3	19	0	52

Note: Junior fields / courts are excluded; the Hockey total does not include grass fields; Cricket wickets comprise of 15 hard wickets and 7 turf wickets; the Tennis total includes the Council-owned/managed courts only (comprising of 25 synthetic courts and 27 clay courts); and the Netball total includes grass courts (22) and asphalt courts (13).

The Table shows that from an LGA-wide perspective:

- A majority of all sporting facilities are located within the three highly populated planning precincts of Woolgoolga, Coffs Harbour Urban and Sawtell/Toormina/Boambee East.
- These three planning precincts are somewhat evenly distributed from north to south, meaning that there is reasonable access to a variety of sporting facilities for those people who live on the coast or in the foothills immediately adjacent to the coast.
- Soccer and tennis facilities are the most widely distributed of all of the nominated sports.
- There are no sporting facilities in three planning precincts: Korora West/Moonee West, Bonville and Far North Rural.
- And three planning precincts only have one type of sporting facility: Northern Beaches, Middle Boambee and Far West Hinterland.
- Tennis, netball, cricket and soccer have the largest number of individual courts and fields of all of the nominated sports.
- Softball does not have a field that is either permanent or semi-permanent throughout the LGA.
- The greatest diversity of sporting opportunities is available in the two planning precincts of Coffs Harbour Urban and Sawtell/Toormina/Boambee East.

1.5.1. Adequacy of Sporting Facilities

Simon Leisure Consulting undertook an assessment of the adequacy of the number of publicly accessible sporting facilities for some of the nominated sports that are currently available throughout the Coffs Harbour LGA. The assessment is based on a benchmark of provision per thousand people for each sport. The benchmarks have been developed using a number of inputs, including:

- the estimated carrying capacity of a sportsground / field / court typically provided by local governments for community-based sport;
- the NSW participation rates for the nominated sports[7];
- the estimated 2007 population for Coffs Harbour LGA of 69,000 people; and
- the existing facility provision within the Coffs Harbour LGA.

Two tables have been prepared and are shown over the page. One shows the ratio of provision of sports facilities based on the 2007 population of the Coffs Harbour LGA, whilst the second one shows the estimated ratio of provision of sports facilities based on the projected population increase to 98,700 people by 2031.

[7] Source: ERASS, 2008.

Table 5 – Comparative Assessment of the Adequacy of the Number of Sporting Facilities (2007 Population)

Activity	Existing Facilities in the LGA	Benchmark	2007 Facility Provision per '000 people	Optimum Number of Facilities (per Benchmark)	Difference (- = shortfall)
AFL Oval	4	1:15,000	17,248	5	-1
Athletics Track (Synthetic)	0	1:100,00	0	1	-1
Baseball Field	4	1:10,000	17,248	7	-3
Indoor sports court	3	1:10,000	22,997	7	-4
Cricket Oval	22	1:3,000	3,136	23	-1
Hockey Field (Synthetic)	1	1:50,000	68,992	1	0
Netball	13	1:5,000	5,307	14	-1
Rugby League / Union Field	11	1:6,000	6,272	11	0
Soccer Field	19	1:4,000	3,631	17	2
Softball Field	0	1:20,000	0	3	-3
Tennis Court	52	1:2,000	1,327	34	18
Estimated 2007 population of:		68,992			

Table 6 – Comparative Assessment of the Adequacy of the Number of Sporting Facilities (2031 Population)

Activity	Existing Facilities in the LGA	Benchmark	2031 Facility Provision per '000 people	Optimum Number of Facilities (per Benchmark)	Difference (- = shortfall)
AFL Oval	4	1:15,000	24,675	7	-3
Athletics Track (Synthetic)	0	1:100,00	0	1	-1
Baseball Field	4	1:10,000	24,675	10	-6
Indoor sports court	3	1:10,000	32,900	10	-7
Cricket Oval	22	1:3,000	4,486	33	-11
Hockey Field (Synthetic)	1	1:50,000	98,700	2	-1
Netball	13	1:5,000	7,592	20	-7
Rugby League / Union Field	11	1:6,000	8,973	16	-5
Soccer Field	19	1:4,000	5,195	25	-6
Softball Field	0	1:20,000	0	5	-5
Tennis Court	52	1:2,000	1,898	49	3
Estimated 2031 population of:		98,700			

It is important to note that the outcome of this benchmarking process is a guide only when assessing the adequacy of the number of facilities to accommodate current needs and projected future needs of the Coffs Harbour City population, as the overriding assumption is that the age profile of Coffs Harbour City will be similar in 2031 to the current profile. It also assumes local participation rates mirror State and National rates. Other determinants such as sports participation rates, the age profile of the population, the geographic distribution of the existing sporting facilities, and community and stakeholder consultation also need to be considered.

Given this, a more detailed analysis of the adequacy of the current provision of sporting facilities to meet expected future demand commensurate with the growth of the LGA, integrating findings of the benchmarking process, is provided in Section 6.

1.6. Land Management Framework

A majority of the publicly accessible sporting facilities available in Coffs Harbour LGA are on land either owned by Council or owned by the State as Crown land. Almost half the reserves referred to in the *Sports Facility Plan* are Crown land, and are subject to the provisions of the Crown Lands Act 1989, particularly the following provisions of Section 11 *Principles of Crown Land Management*:

- That environmental protection principles be observed in relation to the management and administration of Crown land.
- That the natural resources of Crown land (including water, soil, flora, fauna and scenic quality) be conserved wherever possible.
- That public use and enjoyment of appropriate Crown land be encouraged.
- That, where appropriate, multiple use of Crown land be encouraged.
- That, where appropriate, Crown land should be used and managed in such a way that both the land and its resources are sustained in perpetuity.
- That Crown land be occupied, used, sold, leased, licensed or otherwise dealt with in the best interests of the State consistent with the above principles.

The NSW Land and Property Management Authority (LPMA) (formerly the Department of Lands) is the agency responsible for the management of the Crown land system. The LPMA recognises the importance of the provision of open space to the community and is supportive of appropriately identified Crown lands continuing to be available for a range of public purposes, including sport.

Crown land management is generally the responsibility of Reserve Trusts, and the Trusts are central to the functioning of the Crown land system. For some Crown land reserves, Coffs Harbour City Council is the appointed Trust Manager, whilst for other Crown land reserves they are managed by either community-based Reserve Trusts who report directly to the LPMA, or by the LPMA as the Trust Administrator. In these two scenarios Council has no direct management responsibility.

Where Council is not the appointed Trust Manager, it has a responsibility to consult with and to seek the concurrence of the relevant Reserve Trust and / or the LPMA for any works it recommends on Crown lands, including the proposed improvement projects outlined in Sections 6, 7 and 11 of this report.

On land that is Council owned and managed, sports organisations can book sport grounds with Council on either a seasonal or casual hire basis.

There are also numerous sport venues which are owned by Council and leased to community sport groups. Examples include many of the tennis centres, Advocate Park and Sawtell Toormina Sport and Recreation Centre. At leased venues the leasing body manages the bookings.

2. Strategic Provision of Sports Facilities

The future provision of sporting facilities in Coffs Harbour LGA will be underpinned by a set of guiding Principles and by a hierarchy of facility provision. This section describes in detail each of these strategic facility planning inputs and each has then be used as the basis for assessing future needs and in preparing the subsequent recommendations for new and upgraded facilities which follows in Sections 6 – 11.

2.1. Principles

The following key Principles have been identified to underpin the *Sports Facility Plan* in relation to the future planning, design and management of sporting facilities.

DIVERSITY	*Council will facilitate the provision of a range of sporting facilities across the Coffs Harbour LGA to firstly, ensure that the community has access to a variety of different sporting opportunities, and secondly, to cater for different levels of sporting competitions and needs.*
MULTIUSE AND SHARED-USE	*Council will advocate strongly for and optimise the provision of sporting facilities that are multiuse and can support shared use, where appropriate and practical. The development of single-use sporting fields will generally not be supported.*
ACCESSIBLE	*Sporting facilities will be accessible to and encourage people of all ages, gender, ability and cultural background.*
ENVIRONMENTALLY SENSITIVE AND SUSTAINABLE	*Sporting facilities will be sited, designed and managed to enhance ecological values and biodiversity outcomes, and embrace ecologically sustainable development (ESD) Principles where appropriate and practical.*
ADAPTABLE	*Sporting facilities will be designed and managed to meet specific sport requirements whilst also being flexible to meet changing community needs and aspirations.*
PARTNERSHIPS	*Council will adopt a collaborative and partnership approach with the community, all levels of government, government agencies, peak sporting organisations and the private sector for the planning, provision and management of sporting facilities.*
FINANCIALLY RESPONSIBLE	*The financial viability and cost effectiveness of sporting facilities will be considered in all aspects of their planning, development and management.*

2.2. Sports Facility Hierarchy

Historically in the Coffs Harbour LGA, there has been no formal distinction between different facilities built for the same sport in terms of the quality and level of provision of playing surfaces and supporting infrastructure, such as car parking, floodlighting, spectator areas, amenities blocks, etc. As the population of a local government area increases, so does the number of people playing sport. As the total number of participants in selected sports increases, invariably different grades of competition begin to emerge as the pathways for that sport begin to become separated into

different standards of competition. With different standards of competition, the facility requirements and the facility standards typically change as well.

Take cricket as an example, first and second grade teams aspire to play on turf wickets, whilst synthetic hard wickets will be sufficient for lower grade senior matches and junior matches. Or tennis, where stand-alone, unlit tennis courts are suitable for recreational and social tennis, whereas multiple court facilities and floodlighting are required to support competition-based tennis.

The *Sports Facility Plan* is recommending that a framework for sports facility provision be introduced that recognises that some sports may now require a range of facilities to support the different uses. The framework (or *sports facility hierarchy*) will help delineate between the different standards of facility provision for each of the nominated 12 sports. The Open Space Strategy also advocates a hierarchy to guide the provision and development of public open space throughout the LGA. Whilst the terminology is consistent with that used in the Open Space Strategy, the definition and meaning of each level within the sports facility hierarchy is different to the open space planning hierarchy.

2.2.1. Description of Levels Within the Hierarchy

Local Recreation Facility

Local recreation facilities are designed and used for social games and informal activities. Sports fields may be less than one standard rectangular sports field, and supporting infrastructure may include a toilet block. An examples is Lowanna tennis court.

Note that Local recreation facilities/fields will no longer form part of the formal Council owned / managed sporting facility network, but will be managed under Council's Recreation Program.

District Level

District level sporting facilities are designed and maintained to cater primarily for club training and competition, and are usually regarded as the "headquarter" facility for clubs and/or associations. They comprise of playing surfaces and an amenities block, and can include a range of supporting infrastructure such as floodlighting, practice facilities and formal car parking.

District level sporting facilities are multipurpose in nature and are designed and managed to cater for at least two sports, where appropriate and practical. A majority of the sporting reserves and sporting facilities in the Coffs Harbour LGA would be considered District level facilities, and examples include the Woolgoolga Sportsground, the Coramba Recreation Reserve, the Vost Park Netball Complex and the Westside Tennis Courts.

Regional Level

Regional level sporting facilities are unique within the Coffs Harbour LGA and often service the surrounding regions. They are typically specialist sporting facilities catering for one and sometimes two sports and are provided to a sufficient standard to enable them to host regional and State events.

Regional level sporting facilities usually support a centralised sporting competition that draws teams from throughout the LGA and sometimes beyond the LGA. Examples of Regional level facilities include the Hockey Complex at CCSLP, Sportz Central, the Toormina Velodrome, and the proposed upgrade and expansion of the Sawtell Tennis Club from a District level facility to a Regional level facility.

Elite

Elite level facilities are built and maintained to a premier or elite standard. They cater for regional, State and National standard teams for training and competition. The C.ex Coffs

International Stadium is presently the only example of an Elite level facility in the Coffs Harbour LGA.

2.2.2. Proposed Provision of Sports Facilities by Hierarchy

There will generally be either one or two levels within the hierarchy for each sport. The main determinant influencing the number of levels is the quality and scale of facilities required to support the current and projected participant base in the activity, that is, for those sports with a large participant base, there will typically be two or maybe three levels within the hierarchy of provision to accommodate the different standards / grades of participation.

Table 9 below shows the proposed provision of sports facilities in the Coffs Harbour LGA for each of the nominated 12 sports following the application of the recommended sports facility hierarchy. *Please note that the capacity of the C.ex Coffs International Stadium to accommodate regional, State and National standard teams for training and competition is acknowledged in the table for the relevant sports.*

Table 9 – Proposed Sports Facility for the 12 Nominated Sports

Sport	*Hierarchy Level*			
	Local	*District*	*Regional*	*Elite*
AFL		√		√ C.ex Coffs International Stadium
Athletics		√	√1	
Baseball			√2	
Basketball			√3	
Cricket		√		√ C.ex Coffs International Stadium
Hockey			√	
Netball		√	√4	
Rugby League		√		√ C.ex Coffs International Stadium
Rugby Union		√		√ C.ex Coffs International Stadium
Soccer		√		√ C.ex Coffs International Stadium
Softball			√5	
Tennis	√	√	√6	

1 = C.ex Coffs International Stadium currently serves as a Regional level venue for competition.

2 = Proposed expansion of baseball facilities at CCSLP to create a Regional level baseball facility.

3 = Potential expansion and upgrade of Sportz Central to consolidate the status of the centre as a Regional level basketball facility.

4 = Potential development of indoor netball courts at Vost Park to consolidate the status of Vost Park as a Regional level netball facility.

5 = Potential development of Regional level softball facility at York Street Oval.

6 = Potential conversion of Sawtell Tennis Courts into a Regional Tennis Centre.

Elite Facility Provision

Elite level sports facilities are typically very costly facilities to build and to maintain as they are required to be constructed to very detailed specifications prescribed by National (and sometimes) International sports governing bodies. Many of the high standards of construction and fit-out for an Elite level facility are either not necessary or relevant for local or regional sporting competitions.

As a consequence, it is very important for a council such as Coffs Harbour City Council, to consider very carefully as to whether the high capital and recurrent costs associated with Elite level facility development can be justified against the potential 'sport benefit' outcomes. The *Sports Facility Plan* makes some comments in relation to Elite level facility provision for the nominated sports following the overall assessment of the needs and potential for growth for each sport, the scale and scope of what might be required to deliver Elite level facilities, and the implications for the sport should Elite level facilities be available (or not available) in the Coffs Harbour LGA. (Refer Section 6 for more detail).

For the outdoor field sports of AFL, cricket, rugby league, rugby union and soccer, the C.ex Coffs International Stadium is currently able to meet the playing surface standards for regional, State and National level events, and has the capacity to accommodate the associated event overlay requirements for an Elite level event (i.e. car parking, spectator amenities, corporate and media needs, etc.). For baseball, hockey, softball and tennis, it is recommended that facilities be provided to meet the necessary requirements to host regional and State level championships and events (i.e. Regional level), but not the next level of provision (Elite level) due to the high cost of provision of facilities to meet minimum requirements to host National championships, the relatively low number of participants in the sports, and prospects for only moderate future growth in the sports. Put simply, it is considered that baseball, hockey, softball and tennis will continue to flourish in the Coffs Harbour LGA with the opportunity to host regional and State level championships and events (Regional level facilities), without the added expense and spatial requirements to meet Elite level facility standards.

3. Sports Facility Hierarchy – Desired Standards For Provision

3.1. Overview

This section firstly, identifies suggested desirable standards for the provision of sporting facilities for each hierarchical level for each of the nominated sports, and is followed by suggested standards for the provision of amenities blocks. Note, that whilst the suggested standards would be a desirable level of provision for Council / clubs to aspire to, site and other constraints may inhibit the capacity of Council and clubs to fully realise these levels.

The playing field dimensions and athletics field event dimensions referred to in the tables in Section 8.2 have been sourced from the publication, *Sport Dimensions for Playing Areas (Ministry of Sport & Recreation, WA)*. The guidelines and recommendations for floor area allowances for the specific spaces within amenities blocks / clubrooms referred to in the tables in Section 8.3 have been identified from a number of sources. These include the publication, *Whittlesea City Council Sports Pavilion Strategy (Stratcorp Consulting)*, workshops with sports clubs and associations facilitated by Richard Simon (Simon Leisure Consulting) during previous studies, and from floor plans developed for various pavilion design projects undertaken previously by Simon Leisure Consulting. For AFL requirements, information has been sourced from *AFL Preferred Facility Requirements (prepared in 2006 by Stratcorp Consulting for AFL NSW/ACT)*.

Please note that the standards for basketball and indoor netball are not described as the specific design and quality of the fit-out of indoor sports stadiums is generally influenced by other factors, such as the space available, the desire to maximise multi-use spaces, the project budget, etc., and the end user, e.g. public competition facility versus school facility.

Note, that references to the provision of flood lighting in the tables are based on the Australian Standard 2560 Series (2002), and that recommendations for flood lighting to accommodate club competition, match practice and training for the field sports of AFL, Rugby League / Union and Soccer are made in the context of Coffs Harbour clubs being assessed at the "Amateur" level"[8].

[8] Source: Page 11, Australian Standard 2560.2.3 (2007).

3.2. Playing Surfaces and Other Infrastructure

3.2.1. AFL and Cricket - Desired Standards of Provision

Facility Component	*District*
Playing Surface	
No. of Ovals	1 oval
Size (playing area) All AFL ovals to have a minimum clearance of 4.0m between the boundary line and the closest fixed object Cricket to have minimum 5.0m clearance between the boundary line and the closest fixed object (Senior Grades only)	Football: Preferred playing surface 165m x 135m Minimum 155m x 110m Cricket: Minimum 50m radius for synthetic wickets Preferred 60m radius for turf grounds to allow for the varying distances between the pitch and the boundary due to rotating pitches on turf tables
Drainage	Comprehensive drainage system at 4m herring bone configuration
Maintenance	Mowing, with annual fertilising, aerating and top dressing
Infrastructure	
Spectator Area	Some fixed seating around the ground (includes park furniture)
Spectator Shelter	Permanent or non-permanent shade / shelter for spectators Recommended size 75m2
Flood Lighting (AFL only)	Flood lights to provide full oval coverage to club competition, match practice and training standard Lighting to level 100 lux and comply to Australian Standard 2560.2.3-Football (All Codes)
Car Parking Disabled parking to be provided	Off-street parking for minimum 30 cars, with additional on or off-street parking for 35 cars
Scoreboard	Fixed and permanent
Cricket Only	
Turf Wicket	Only on ovals where it is a requirement by the CHDCA, minimum four pitches on a table
Synthetic Wicket	Length: 28.0m (stump-to-stump is 20.12m, but additional flared ends provide hard stand for run-ups) Width: 2.74m
Synthetic Practice Nets	Two nets where there will be a local recreation benefit

3.2.2. Athletics - Desired Standards of Provision

Facility Component	*District*	*Regional*
Playing Areas		
Track Surface	Temporary or permanent grass track – 400m circumference with minimum 6 lanes	Permanent synthetic track of 400m circumference with minimum 8 lanes, and 10 straight lanes for 100m and 110m hurdles events. (Construction in accordance with guidelines in *IAAF Track and Field Facilities Manual)*
Long / Triple Jump Facility	Permanent runway(s) into a sand landing pit	Permanent runway(s) of minimum width of 1.22m and minimum length of 40m, with a sand landing pit at each end of area not less than 2.75m wide x 3m long
High Jump Facility	Temporary or permanent high jump area	Permanent semi-circular runway of minimum length of 15m and landing area not less than 5m long x 3m wide
Pole Vault Facility		Permanent runway of minimum width of 1.22m and minimum length of 40m, and pole vault box
Combined Discus & Hammer Facility	Permanent discus circle of 2.5m diameter and hammer circle of 2.135m diameter, and where infield is dedicated to field events a permanent combined throwing cage. Where infield is used for other sports/events a temporary throwing cage can be provided	Permanent discus circle of 2.5m diameter and hammer circle of 2.135m diameter within a permanent combined throwing cage
Javelin Facility	Permanent javelin runway of maximum length of 36.5m and minimum length of 30m, where infield is dedicated to field events, but temporary runway where infield is used for other sports/events	Permanent javelin runway of maximum length of 36.5m and minimum length of 30m
Shot Put Facility	Permanent shot put circle(s) (2.135m) and landing sector(s)	Permanent shot put circle(s) of 2.135m diameter and landing sector(s)
Steeplechase Water Jump		Water jump is permanently installed (3.66m x 3.66m x 0.70m deep) inside or outside the track
Infrastructure		
Spectator Area	Some fixed seating around the track (includes park furniture)	Tiered fixed seating to cater for a minimum of 150 spectators,

Facility Component	***District***	***Regional***
		supplemented by terracing and/or embankments around at least half the track
Spectator Shelter	Permanent shade / shelter for spectators	Shade sails (or equivalent) for the spectator areas along the front straight
Flood Lighting		Competition and training standard Lighting to comply to Australian Standard 2560 Series to 100 lux
Track / Reserve Fencing	Perimeter fence around track area to prevent unauthorised vehicle access, no reserve fencing	No perimeter fence around track, reserve perimeter fence to aid security
Car Parking Disabled parking provided at each level	On-street and / or off-street parking for a minimum 70 cars	Un/sealed off-street for minimum 200 cars Provision for bus parking
Electronic Timing Equipment		Advanced timing and judging equipment

3.2.3. Baseball and Softball - Desired Standards of Provision

Facility Component	*Regional*
Playing Field	
No. of Fields	Baseball: Minimum 2 fields of senior dimensions with no overlap Softball: Minimum 4 fields of senior dimensions with no overlap
Outfield	Baseball & Softball: Grass surface with basic drainage system at 8m herring bone configuration
In-field	Baseball: Permanent porous bases for main field Softball: Permanent skinned (porous) infield for main field
Back Net	Baseball: Permanent back net for 2 fields Softball: Permanent back net for 4 fields
Infrastructure	
Home Run Fence	Baseball: May have temporary home run fence Softball: Not Applicable
Player Dugouts	Baseball & Softball: Permanent player dug-outs for all fields
Spectator Area	Baseball & Softball: Some fixed seating around all fields (includes park furniture)
Spectator Shelter	Baseball & Softball: Permanent shade / shelter for spectators
Flood Lighting	Baseball & Softball: Competition and training standard for main fields Lighting to level 550 lux for the infield and 250 lux for the outfield and to comply to Australian Standard 2560.2.6-Baseball and Softball
Reserve Fencing	Perimeter fence to prevent unauthorised vehicle access
Car Parking Disabled parking to be provided	Baseball & Softball: On-street and /or off-street parking for minimum 40 cars
Scoreboard	Baseball & Softball: Fixed and permanent for main fields

3.2.4. Hockey - Desired Standards of Provision

Facility Component	*Regional*
Playing Surface	
No. of Fields	1 – 2 fields
Field Surface	Synthetic turf playing surface of dimensions 91.44m x 55.00m, plus side run-off minimum 3.0m and end run-off minimum 4.5m Minimum one field to be water based surface
Infrastructure	
Spectator Area	Fixed seating for minimum 20 spectators per field
Flood Lighting	Competition and training standard Lighting to level 500 lux and to comply to Australian Standard 2560.2.7-Outdoor Hockey
Field / Reserve Fencing	Perimeter in-fill fence around entire playing surface to enhance spectator safety Facility perimeter fencing prevent unauthorised vehicle access
Car Parking Disabled parking to be provided	On-street and off-street parking for minimum 30 cars per field
Scoreboard	Fixed and permanent per field

3.2.5. Netball (Outdoor) - Desired Standards of Provision

Facility Component	*District*
Playing Surface	
No. of Courts	Number determined in conjunction with respective association, but typically minimum of 6 courts
Playing Surface All courts to have a minimum clearance of 3.05m between the sideline and the closest fixed object	Hard surface (options asphalt, syn-pave or plexi-pave)
Infrastructure	
Spectator Area	Some fixed seating around the court environs for spectators (includes park furniture)
Flood Lighting	Competition standard on minimum 4 courts Lighting to level 200 lux with pole heights from 8m to 12m and to comply to Australian Standard 2560.2.4-Outdoor Netball
Court Fencing	Council to assess on a case by case basis, however, as a basic Principle courts located within reserves would not have perimeter fencing, except where it might be necessary to enhance player and spectator safety
Reserve Fencing	As above
Player Shelter	2 shelters for each court
Car Parking Disabled parking to be provided	On-street and / or off-street parking for minimum 25 cars

3.2.6. Rugby League / Union - Desired Standards of Provision

Sports Facility	*District*
Playing Surface	
No. of Fields All fields to have a minimum clearance of 3.0m between the sideline and the closest fixed object	Rugby League: 2 fields Rugby Union: 1 field
Drainage	Comprehensive drainage system at 4m herring bone configuration
Maintenance	Mowing, with annual fertilising, aerating and top dressing
Infrastructure	
Spectator Area	Some fixed seating around the field/s, supplemented by terracing and/or embankments along at least one half of the main field
Flood Lighting	Minimum one field to have floodlights which provide full field coverage to club competition, match practice and training standard Lighting to level 100 lux and comply to Australian Standard 2560.2.3-Football (All Codes)
Field Fencing	Perimeter fence around main field
Reserve Fencing	Council to assess on a case by case basis, however, as a basic Principle reserve fencing should only be considered where there is a safety issue
Car Parking Disabled parking to be provided	Off-street parking for minimum 30 cars, with additional on or off-street parking for 35 cars
Scoreboard	Fixed and permanent on main field

3.2.7. Soccer - Desired Standards of Provision

Sports Facility	*District*
Playing Surface	
No. of Fields	Minimum 3 fields (for all new facility developments only)
Drainage	Comprehensive drainage system at 4m herring bone configuration each field
Maintenance	Mowing, with annual fertilising, aerating and top dressing
Infrastructure	
Spectator Area	Some fixed seating around the field (includes park furniture)
Spectator Shelter	Permanent or non-permanent shade / shelter for spectators
Flood Lighting	Minimum one field to have floodlights which provide full field coverage to club competition, match practice and training standard Lighting to level 100 lux and comply to Australian Standard 2560.2.3-Football (All Codes)
Field Fencing	Pipe and rail fencing for main field only, with other fields unfenced (excludes all fields proposed for CCSLP)
Reserve Fencing	Council to assess on a case by case basis, however, as a basic Principle reserve fencing should only be considered where senior competition is played, or there is a safety issue
Car Parking Disabled parking to be provided	Off-street parking for minimum 30 cars, with additional on or off-street parking for 35 cars
Scoreboard	Fixed and permanent on main field

3.2.8. Tennis - Desired Standards of Provision

Sports Facility	*Local*	*District*	*Regional*
Playing Surface			
No. of Courts	1 – 2 courts	Minimum 6 courts but less than 16 courts (where space permits)	Minimum 16 courts
Playing Surface	Optional (multipurpose hard court surface recommended)	Optional for existing courts, but for new installations synthetic or hard court surface	Approved surface(s) by Tennis Australia
Infrastructure			
Flood Lighting		Competition standard Minimum 4 courts lit to comply to Australian Standard 2560.2.1-Tennis, being 350 lux and poles at 8.0m	Competition standard All courts lit to comply to Australian Standard 2560.2.1-Tennis, being up 1,000 lux and poles at 8.0m
Facility Fencing	Each court is fenced (for new and upgraded fencing use 3.5m black PVC coated chain-mesh fencing)	Each court is fenced (for new and upgraded fencing use 3.5m black PVC coated chain-mesh fencing)	Each court is fenced (for new and upgraded fencing use 3.5m black PVC coated chain-mesh fencing)
Car Parking Dedicated disabled parking provided at District and Regional levels	On-street parking	On-street and / or off-street parking for minimum 35 cars	Off-street parking for minimum 50 cars

3.3. Amenity Blocks / Clubrooms

The following tables provide recommended sizes for specific components of amenity blocks and clubrooms which would be suitable for the nominated sports for this study. The recommended sizes consider relevant building code requirements and existing industry standards. *Note, that recommendations are subject to compliance with current Building Code of Australia (BCA) requirements and that current BCA standards prevail.*

The aggregated area is what would be considered to be the "core" provision by Council when the building is first constructed.

Due to the inherent differences in amenity blocks / clubrooms for the different sports included in this study, five tables have been prepared to guide provision for the following sports:

1. AFL / Cricket Amenity Block.
2. Rugby League/Union Amenity Block
3. Soccer / Baseball / Softball Amenity Block.
4. Netball Amenity Block.
5. Tennis Clubroom.

Note, Amenity block allowances for the field sports have been based on two change rooms per building. Where there are two or more playing surfaces, Council should provide up to four change rooms. The recommendations for the basic amenity provision of toilets and showers have been provided by Council's Land Use Management Section.

3.3.1. AFL / Cricket Amenity Block - Desired Standards of Provision

Facility Component	NSW Building Code Requirements	Suggested Size District	Comments & Assumptions (e.g. number of people)
Change Rooms	Not specific	90m2 Home: 45m2 Away: 45m2	Allows for 2 change rooms (1 home and 1 away) and up to 25 players changing at one time.
Showers & Toilets	For each 10 participants: 1 pan, 1 basin and 1 shower.	50m2 Home: 25m2 Away: 25m2	For each change room allow for 25 persons: 2 pans, 2 urinals and 4 showers. Existing industry average sizes may not meet contemporary user needs, such as desire for cubicle showers.
Umpires Room (includes showers and toilets)	1 pan and 1 shower	20m2	Size allows for changing space, toilet and a cubicle shower/change area to allow mixed gender use.
Public Toilets (includes disabled)	Male: 1 pan per 250 people, 1 basin per 150 people. Female: 1 pan per 75 people, 1 basin per 150 people.	35m2 Male: 15m2 Female: 15m2 Disabled: 5m2	Will depend on an assessment of the average crowd and peak crowds. Numbers based on District crowd of 200
Canteen	Not specific	30m2	Canteen facilities can be shared between user groups.
Storage	Not specific	20m2	Will depend on the number of teams sharing the facility from the same club. One internal store and one externally-accessed store should be provided.
Utility/Cleaners Room	Not specific	5m2	Separate cleaners and utility space (e.g. bin store) may be needed.
Total		**250m2**	

3.3.1. Rugby League / Union Amenity Block - Desired Standards of Provision

Facility Component	NSW Building Code Requirements	Suggested Size District	Comments & Assumptions (e.g. number of people)
Change Rooms	Not specific	70m2 Home: 35m2 Away: 35m2	Allows for 2 change rooms (1 home and 1 away) and up to 15 players changing at one time.
Showers & Toilets	For each 10 participants: 1 pan, 1 basin and 1 shower.	36m2 Home: 18m2 Away: 18m2	For each change room allow for 15 persons: 1 pan and 2 showers.
Referees Room (includes showers and toilets)	1 pan and 1 shower	15m2	Size allows for changing space, toilet and a cubicle shower/change area to allow mixed gender use.
Public Toilets (includes disabled)	Male: 1 pan per 250 people, 1 basin per 150 people. Female: 1 pan per 75 people, 1 basin per 150 people.	25m2 Male: 10m2 Female: 10m2 Disabled: 5m2	Will depend on an assessment of the average crowd and peak crowds. Numbers based on District crowd of 100
Canteen	Not specific	15m2	Canteen facilities can be shared between user groups.
Storage	Not specific	20m2	Will depend on the number of teams sharing the facility from the same club. One internal store and one externally-accessed store should be provided.
Utility/Cleaners Room	Not specific	5m2	Separate cleaners and utility space (e.g. bin store) may be needed.
Total		**186m2**	

3.3.2. Soccer / Baseball / Softball Amenity Block - Desired Standards of Provision

Facility Component	NSW Building Code Requirements	Suggested Size District (Soccer) Regional (Baseball / Softball)	Comments & Assumptions (e.g. number of people)
Change Rooms	Not specific	120m2 Home: 30m2 Away: 30m2	Allows for 4 change rooms (male & female 1 home and 1 away each) and up to 12 players changing at one time.
Showers & Toilets	For each 10 participants: 1 pan, 1 basin and 1 shower.	36m2 Home: 18m2 Away: 18m2	For each change room for 12 persons: 1 pan and 2 showers.
Referees Room (includes showers and toilets)	1 pan and 1 shower	15m2	Size allows for changing space, toilet and a cubicle shower/change area to allow mixed gender use.
Public Toilets (includes disabled)	Male: I pan per 250 people, 1 basin per 150 people. Female: 1 pan per 75 people, 1 basin per 150 people.	25m2 Male: 10m2 Female: 10m2 Disabled: 5m2	Will depend on an assessment of the average crowd and peak crowds. Numbers based on crowd of 100
Canteen	Not specific	15m2	Canteen facilities can be shared between user groups.
Storage	Not specific	20m2	Will depend on the number of teams sharing the facility from the same club. One internal store and one externally-accessed store should be provided.
Utility/Cleaners Room	Not specific	5m2	Separate cleaners and utility space (e.g. bin store) may be needed.
Total		**236m2**	

3.3.3. Netball Amenity Block - Desired Standards of Provision

Facility Component	NSW Building Code Requirements	Suggested Size District	Comments & Assumptions (e.g. number of people)
Change Rooms	Not specific	40m2 Home: 20m2 Away: 20m2	Allows for 2 change rooms (1 home and 1 away) and up to 9 players changing at one time.
Showers & Toilets	For each 10 participants: 1 pan, 1 basin and 1 shower.	36m2 Home: 18m2 Away: 18m2	For each change room for 9 persons: 1 pan & 2 showers.
Canteen	Not specific	15m2	
Storage	Not specific	10m2	One internal store and one externally-accessed store should be provided.
Total		**101m2**	

3.3.4. Tennis Clubroom - Desired Standards of Provision

Facility Component	NSW Building Code Requirements	Suggested Size		Comments & Assumptions (e.g. number of people)
		District	Regional	
Change Rooms	Not specific	20m2 Male: 10m2 Female: 10m2	30m2 Male: 10m2 Female: 10m2	Allows for separate change rooms for male and female players.
Showers & Toilets	For each 10 participants: 1 pan, 1 basin and 1 shower.	16m2 Male: 8m2 Female: 8m2	36m2 Male: 18m2 Female: 18m2	District: Single cubicle shower and 1 toilet for each change room. Regional: Two cubicle showers and 2 toilets for each change room
Internal Disabled Toilet (Includes a shower, and doubles as a family change room)	Minimum 1 to be provided	8m2	8m2	
Lounge Area	Not specific	60m2	80m2	Will depend upon the total number of courts (which will influence anticipated membership numbers).
Office / Administration	Not specific	0m2	16m2	For club professional, tournament control, etc
Kitchen / Servery	Not specific	20m2	25m2	
Storage	Not specific	15m2	15m2	Will be dependent upon the number of courts the facility will service. One internal store and one externally-accessed store should be provided.
Utility/Cleaners Room	Not specific	5m2	10m2	Separate cleaners and utility space (e.g. bin store) may be needed.
External Covered Viewing Area	Not specific	40m2	40m2	Will depend on an assessment of the average crowd and peak crowds and number of courts at each venue
Total		**184m2**	**270m2**	

4. Capital Works Prioritisation Assessment

A new *Capital Works Prioritisation Assessment* is designed to assist Council to prioritise the many and varied sporting projects which are nominated to Council each year for funding. The assessment will assist in guiding decisions for year to year budgeting, forward financial planning, asset management and funding applications. Previously, sport facility improvement projects seeking Council funding were nominated by Council staff, Councillors, clubs/groups and other community representatives. A new capital works prioritisation assessment will initially assess the eligibility and merit of a project to be considered for Council funding against a set of weighted sports needs and benefits, and then the project will be assessed for its "readiness to proceed".

Under the assessment, Council officers will be able to justify the value of a project from a sporting needs and sports development perspective, whilst keeping the implementation process for the process separate. For example, a project may achieve a high score in relation to its need and community benefits, however, there may be some important planning and research tasks associated with the project that still need to be completed. These tasks could include the final design, planning approval, confirmation of external funding sources/agreements, etc. In these instances, the project should not be recommended to proceed in that financial year as the likelihood of the project being completed within the budget year will be very low.

Once the assessment of all nominated sports facility development projects has been completed for any given financial year, Council officers will have a list of proposed capital projects that have all been scored and prioritised using the same criteria, and which are ready for commencement should they receive Council budget approval. The prioritised list of projects can then be incorporated into the Council's budget process. A more detailed explanation of the three step capital works prioritisation assessment and evaluation process follows.

Step 1 – Strategic Alignment

The first phase of the *Capital Works Prioritisation Assessment* is a checklist of questions relating to strategic alignment which require a 'yes' or 'no' answer. This section is designed to ensure projects are consistent with the strategic direction of the relevant stakeholder groups. Projects that do not answer 'yes' to all questions in Step 1 may not proceed to Step 2.

Step 2 – Needs and Benefits

The second phase of the assessment evaluates a project against sporting and social needs and benefits criteria, asset funding, management and maintenance, economic development benefits and environmental impact. All criteria are weighted, with the highest rating (or weight) being applied to the most important criteria. All criteria have a set of sub-criteria (or questions) that are individually assessed as the means of determining the score for that criterion. The questions have been developed in consultation with COFFSAC and sport representatives. The precise wording of questions may be further refined in future.

The total score for a project is the sum of the scores for each criterion. Should the information relating to a project change at any time, the project advocate/nominator can submit the details to Council and request a re-evaluation. The total score for each project is used to rank all projects in order of greatest priority (i.e. the project with the highest total score) to the lowest priority projects.

Step 3 - Readiness to Proceed

The phase step of the assessment process determines if the project is ready to be delivered within the financial year from which funds are being sought. This assessment involves a series of questions to be asked of the relevant projects which require a 'Yes' / 'No'/ 'NA' response. Issues considered during this phase include the status of planning and building permits and financial considerations.

Table 11 – Questions and Criteria for Parts 1, 2 and 3 of the

Capital Works Prioritisation Assessment

PART 1: Strategic Alignment
The project is consistent with Council's Sports Facility Plan and/or endorsed master plan
The project is consistent with State/National Sporting Organisation direction
The project is consistent with identified sport trends
The project is consistent with the venues classification in the Sports Facility Plan's hierarchy of venues
The project is supported by COFFSAC
The project is supported by the relevant lessee/management committee

PART 2: Needs and Benefits
Sporting and Social Needs and Benefits
The project supports clubs/user groups with high active participation
The project assists a sport/s with high demonstrated growth
The project addresses a large deficiency of existing facilities
The project will greatly increase the overall usage of the facility
The project will greatly improve the functionality of the facility
The project will benefit multiple user groups
The project will benefit a wide range of age groups
The project will address safety/risk management considerations
The project will improve access and/or participation opportunities for people with disabilities
Asset Funding, Management and Maintenance
Beneficiary groups have demonstrated financial/management capacity
The project will increase operating efficiency or significantly reduce operating costs
User groups/sports will contribute a significant amount of funding to the project
The project has a high likelihood of attracting funding from other sources, e.g. State or Federal Governments

The project has a low capital cost to Council
The project has minimal impact on Council's future operating expenditure
Economic Development Benefits
The project will result in the facility being able to attract regional, State or National tournaments
The project/venue location results in increased business for neighbouring businesses
Environmental Impact
The project has minimal or no impact on the existing flora and fauna
The project is consistent with Environmentally Sustainable Design (ESD) principles, e.g. reducing energy consumption, minimising emissions and waste, and use of recyclable materials

PART 3: Readiness To Proceed
Has the stakeholder consultation process been completed?
Has the scope of the project been agreed by stakeholders at both local and State / National level (if applicable)?
Have detailed designs been completed?
Have quotes or quantity surveyors report been obtained?
Has a budget been prepared?
Have the necessary approvals (DA or BCC and environmental assessment) been obtained?
Have the recurrent maintenance/lifecycle costs been calculated?



Attachment 1

COFFS HARBOUR CITY COUNCIL
Locked Bag 155 COFFS HARBOUR NSW 2450
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Attachment 2

Summary of Submissions to the Coffs Harbour Sports Facility Plan 2010 – Five Year Review

TABLE 1: SUBMISSIONS RECEIVED DURING PUBLIC EXHIBITION AND RECOMMEDATIONS TO AMEND THE STRATEGY				
SUBMITTER	**SUB NO.**	**ISSUE NO.**	**SUMMARY OF ISSUES**	**DISCUSSION AND RECOMMENDATION FOR AMENDING STRATEGY (ALL RECOMMENDATIONS FOR AMENDING THE STRATEGY ARE IN BOLD FONT)**
Coffs Harbour Resident	1	1	Re ATHLETICS. Key Recommendation: to develop a Regional Athletics Centre at York St Oval as a short term priority. The submission includes a Business Plan to develop a Regional Athletics Centre at York St Oval containing; a. Analysis of potential sites b. Cost-benefit and economic analysis c. Estimated costs for construction d. Estimated income and operational costs of the centre e. Letters of support from Little Athletics NSW, Athletics NSW, North Coast Academy Of Sport, Coffs Harbour Track and Field Club	Relevant Recommendations from the Draft 2015 Five Year Review Plan; p 17; *2. For Toormina Oval to remain the home ground for Coffs Coast Little Athletics in the short to medium term.* *3. For York St Oval to be the proposed future venue for a permanent grass athletic track after Northern Storm Football move to Moonee Sports Complex. (Council strongly advocates for provision of multi-purpose facilities where it is appropriate and practical, and will therefore seek a second suitable sporting use on the site in a manner that is compatible with athletics activities.)* *4. For an investigation into the feasibility of a synthetic track at York St Oval be undertaken in the lead up to the future transition of Coffs Coast Little Athletics from Toormina Oval to York St Oval.* Discussion; This submission has strong support of the Coffs Coast Little Athletics Club, but feedback from North Coast Football and Northern Storm Football Club does not support the proposal to develop a regional athletics centre as a short term priority (Source: Letter dated 9 March 2016 from the General Manager, North Coast Football, and the letter dated 10 March 2016 from the President, Northern Storm Football Club. Issues raised in the letters are contained in the football section of Table 2: Further Research). While there is strong endorsement from Athletics NSW and Little Athletics NSW, initial research has indicated neither of these organisations, nor Athletics Australia have a facilities strategy. The combined registrations for Coffs Coast and Woolgoolga Little Athletics

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				Clubs increased from a total of 306 in the 2010/11 season to 350 in the 2014/15 season. These numbers are supplemented by additional adult athletes estimated at 80 for 2015. Athletics is one of few sports in the Plan to document any substantial increase in registrations over the last five years. However, the quantum of athletics registrations in the LGA is relatively small compared to the 2500 registered football (soccer) participants for 2015. **Recommended changes to the Draft 2015 Five Year Review Plan: Wording in Recommendation 4 to;** **For an investigation into the feasibility of a national standard synthetic track at York St Oval be undertaken in the lead up to the future transition of Coffs Coast Little Athletics from Toormina Oval to York St Oval, including a review of the submitted Business Plan for a Regional Athletics Centre.**
		2	Participation in athletics in Coffs Harbour is hampered by the lack of permanent facilities of a suitable standard that will both promote participation and allow athletes to develop their full potential	Agreed. It is expected that the provision of a Regional Athletics Centre as described in the submitted Plan will increase participation, but the amount of increase is difficult to quantify. (The new Barden Park Regional Centre of Excellence for Athletics at Dubbo and the prospective facility at Tamworth will serve as useful test cases for quantifying increases in registrations and participation resulting from provision of these facilities in regional areas.) **New Item: to incorporate this issue statement into Section 3.2, page 15, Athletics Updates on Facility Provision and Trends.**
		3	Significant increase in participation in athletics is expected between 2016 and 2020.	The 'significant increase' claimed is not substantiated. The reality is that longitudinal participation trends in Senior Athletics and Little Athletics at both national and state levels show only a moderate increases. Major events,

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				especially the Olympics, are evidenced to increase registrations in the year following the Olympics, but it is usually followed by a drop off in numbers the year after. A four year cycle of registrations showing peaks in the Olympic year followed by reductions in registration numbers in subsequent years of the cycle is demonstrated in Little Athletics NSW figures. For example, the only year that Little Athletics NSW registrations increased between 2010/11 and 2014/15 seasons was 2012/13, which immediately followed the 2012 London Olympic Games, and saw a 15% increase in state wide registrations in that year (sourced from Little Athletics NSW Annual Reports). The link to a boost in registrations after a Commonwealth Games is not well documented but it is reasonable to expect that hosting the games in Australia (Gold Coast) in 2018 will maximise chances of a post event boosts in registrations. **New Item: Insert into Section 3.2, p 15, discussion of the potential for short term boosts in registrations following Olympic and Commonwealth Games.**
		4	Disagreement that the development of an athletics track cannot be developed at York St Oval until Northern Storm Football relocate to the future proposed Moonee Sports Complex.	The proposed concept plans in the submission demonstrates the capacity to retain two senior sized fields (one inside the track) and extra space which is less than one senior field to configure a variety of junior fields layouts. Feedback from North Coast Football and Northern Storm suggests that the layout plan will not be functionally and operationally feasible as inadequate provision for run-offs and spectator viewing areas has been allowed for in the layout plans. The football groups also note that the dual purpose plan will reduce the provision of football fields to the point it will negatively impact on the growth of the sport for both local competition as well as the programs that they deliver for representative and development programs such as the Country Gala days which need all of York St Oval. The venue is also important in providing a training venue for teams that visit Coffs Harbour for the National Titles held at C.ex International Stadium.

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				In relation to the football field inside the athletics track, the football groups have concerns about the risk of athletes who are training being at risk from wayward balls if both sports are using the facility concurrently (Source: Letter dated 9 March 2016 from the General Manager, North Coast Football, and the letter dated 10 March 2016 from the President, Northern Storm Football Club).
		5	That there is the capacity to develop a dual athletics and football facility at York St Oval in the short term that will meet the needs of both football and athletics.	The creation of a dual athletics and football facility will impact negatively on provision for football. See above, Issue 4.
		6	Context and correction is provided regarding the Draft Plan mention of the $5.7 million regional athletics centre at Dubbo. While the centre cost $5.7 million, the track component cost approximately $2 million.	Agree somewhat with this correction, however, the Business Plan notes the various opportunities that the synthetic track might attract, such as athletics carnivals, talent identification clinics, regional and state championships, etc. All of these events and activities will require additional supporting infrastructure than simply an improved amenities block, so some additional allowance for spectator facilities, event control rooms, officials rooms, etc. would have to eventually be provided for in order for the proposed facility to attract such opportunities. **New item: to insert more detail into Section 3.2, page 16, Athletics Updates on Facility Provision and Trends, in relation to the costs associated with the Barden Park Centre of Excellence for Athletics in order to differentiate between the cost of the track and the other components of the centre.**
		7	There is an inconsistency between the year stated that that the Moonee Sports Complex will be available for football to relocate	The Capital Works Schedule in the 2010 Plan outlined additional facilities or facilities upgrades that were regarded as necessary to meet the sporting needs. Each project was assigned a proposed timing and classified as either

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			there (2033) and how it is described in the Capital Works Schedule (Medium Term).	Short Term, Medium Term or Long Term. Many of the projects were, and remain, completely unfunded. Some projects from the 2010 Plan were assigned funding via the Coffs Harbour Open Space Developer Contribution Plan which was adopted in 2014. It was not possible to fund all the projects. Of those projects funded, not all were able to be funded within the proposed timing. The development of the Moonee Sports Complex is such an example: it was scheduled as a medium term project in the 2010 Plan but funding in the Developer Contribution Plan could only be found to commence it in the Long Term (completion in 2033). **No change to recommendations**
		8	There is an inequity in the provision of sporting facilities (both existing and planned) in relation to the number of participants involved in a sport, with significantly higher priority given to the more mainstream sports of football, rugby (league and union), AFL, tennis and cricket and relatively minor consideration given to athletics. Athletics is one of only a few sports that have shown an increase in participation over recent years, yet there is no short or long term plans to improve facilities while other sports demonstrating a reduction in numbers have significant improvements planned.	The perceived inequity is noted, however, the reality is that in a tight fiscal environment decisions about some funding priorities are based on the need to support higher participation, or popular, sports. The plan has not been developed solely on a per head registrations basis, it also recognises emerging sports, growth areas, and sports that have experienced changes to the types of surfaces or other infrastructure required for the 'game to be played'. Historically, Council has responded to the needs of outdoor sports through the provision of grass playing surfaces, a strategy which has effectively favoured the sports of cricket, football codes and athletics. In the last couple of decades technology has impacted on the way some sports are delivered and a few sports have moved to new synthetic competition surfaces, but the sports bodies have absorbed most of the cost of these developments, not Council. The synthetic hockey complex at Coffs Coast Sport and Leisure Park is one such example. The Hockey Association built the facility by seeking grants, sponsorship and employing sound financial management

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				which has allowed them to repay the substantial loans they took out to undertake the work. Similarly, upgrades in playing surfaces have been undertaken by numerous tennis clubs have been made possible by taking out a loan. Vost Park netball centre is another example of an artificial surface which has been built by the sports body. Despite Council's high involvement in provision of grass playing surfaces, there are also numerous grass facilities which are leased to community sporting groups who have constructed the entire facility with little assistance from Council except for the provision of the land. For example, Geoff King Motor Oval, Sawtell Toormina Recreation Club, Sawtell BMX track, Polwarth Drive Oval, all of Councils Tennis facilities, Woolgoolga and Sawtell Croquet courts. There are also a number of sports that Council have never provided facilities for that have relied exclusively on the private sector to deliver the facilities such as gymnastics centres, bowls clubs and dance schools. As the diversity of modern sport and recreation opportunities expand, this list will also expand. Council has made a significant investment in the C.ex Coffs International Stadium. This multipurpose facility provides an elite grass surface for a range of sports to conduct major events, including athletics. The Stadium caters for dozens of school and regional athletic carnivals each year. This is an asset for the sport of athletics which is not offered in most regional cities in NSW. **No changes to recommendations.**
Coramba resident	2	9	Re ATHLETICS. Support for Regional Athletics Centre including an all-weather synthetic track.	Refer to Submission 1
Coffs	3	10	Re ATHLETICS. Support for Regional Athletics	Refer to Submission 1

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Harbour resident			Centre including an all-weather synthetic track.	
Emerald Beach resident	4	11	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Objection to scheduling a high level feasibility study and business plan the proposed Northern Beaches Multipurpose Centre in the medium term and the request for it to be funded in 2016/17. Comments on the unfairness of the library, art gallery and performing arts centre receiving funding to commence planning in 2016.	*Relevant Recommendations from the Draft 2015 Five Year Review Plan; Page 23, Section 3.4 Basketball* *1. To retain an expansion of court space and ancillary player facilities at Sportz Central as the highest priority for indoor court.* *2. To undertake a feasibility study and business plan for a future multipurpose indoor centre at the West Woolgoolga Sports Complex.* *3. For the business and feasibility plan to consider Basketball NSW's facility development recommendations including the minimum number of courts.* *4. To build a future multipurpose indoor centre at West Woolgoolga Sports Complex site, pending the outcome of the feasibility study and business plan.* <u>KEY ISSUE 1: The proposed medium term timing for undertaking a feasibility study and business plan is unacceptable and is requested to take place in the 2016/17 financial year.</u> The proposed medium term timing to conduct a feasibility and business plan for the Northern Beaches Multipurpose Centre garnered considerable criticism in the submissions. The Draft 2015 Review Plan did not make it clear what years related to each of the timing classifications and this has created confusion. To maintain the intention of the time frames adopted in 2010, projects classified in the 2010 Plan as medium term will be reclassified as short term in the 2016 Plan. Most projects classified in the 2010 Plan as long term will be
Mullaway resident	5	12	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Objection to scheduling a high level feasibility study and business plan the proposed Northern Beaches Multipurpose Centre in the medium term and the request for it to be funded in 2016/17. Comments on the unfairness of the library, art gallery and performing arts centre receiving funding to commence planning in 2016.	
Safety Beach resident	6	13	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Objection to scheduling a high level feasibility study and business plan the proposed Northern Beaches Multipurpose Centre in the medium term and the request for it to be funded as soon as possible. Comments on the unfairness of the library, art gallery and performing arts centre receiving funding to commence planning in 2016.	

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Safety Beach resident	7	14	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Objection to scheduling a high level feasibility study and business plan the proposed Northern Beaches Multipurpose Centre in the medium term and the request for it to be funded in 2016/17. Comments on the unfairness of the library, art gallery and performing arts centre receiving funding to commence planning in 2016.	reclassified as medium term. It is important to note that the scheduling of works in the Capital Works Schedule does not guarantee the projects are funded and proceed in the timeframe allocated. This is highlighted in the 2015 Five Year Review, Chapter 5: Capital Works Schedule, Page 63, which states *"Note, the timeframe for implementing projects that either wholly or partially relies on Council funds will be dependent upon Council's budget considerations and capital works program."* The funding of a feasibility study and business plan for either the Northern Beaches Multipurpose Centre or Sportz Central will rely on Council allocation of funds from the yearly Council budget process which considers Council-wide priorities, not just sport. **Recommended change to the Draft 2015 Five Year Review Plan:** **Timing of Recommendation 2 (***To undertake a feasibility study and business plan for a future multipurpose indoor centre at the West Woolgoolga Sports Complex)* **to be amended from MT (Medium Term) to ST (Short Term).** <u>KEY ISSUE 2: A request for any extension to Sportz Central to be delayed until a detailed feasibility and business study has been completed.</u> Council has endorsed the location of a future development of a multi-purpose indoor centre at the West Woolgoolga Sports Complex. However, the priority for Council for the provision of additional indoor court space in Coffs Harbour is the expansion and upgrade of Sportz Central to incorporate a minimum of four full-size courts and appropriate amenities for patrons and visitors. This will ensure the future status of the centre as the LGA's premier indoor
Sandy Beach resident	8	15	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Objection to scheduling a high level feasibility study and business plan the proposed Northern Beaches Multipurpose Centre in the medium term and the request for it to be funded in 2016/17. Comments on the unfairness of the library, art gallery and performing arts centre receiving funding to commence planning in 2016.	
Emerald Beach resident	9	16	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Objection to scheduling a high level feasibility study and business plan the proposed Northern Beaches Multipurpose Centre in the medium term and the request for it to be funded in 2016/17. Comments on the unfairness of the library, art gallery and performing arts centre receiving funding to commence planning in 2016.	
Moonee Beach resident	10	17	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Objection to scheduling a high level feasibility study and business plan the	

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			proposed Northern Beaches Multipurpose Centre in the medium term and the request for it to be funded in 2016/17. Comments on the unfairness of the library, art gallery and performing arts centre receiving funding to commence planning in 2016.	sporting centre, and will enhance its capacity to accommodate effective indoor sport pathway programs, and to attract regional sporting events to Coffs Harbour. Put simply, there will be city-wide benefits from any investment into the expansion and upgrade of Sportz Central, compared to the proposed new 2-3 court multipurpose indoor centre in Woolgoolga, which will primarily benefit the Woolgoolga and Northern Beaches community (for what might be for a similar investment of funds). This is not to undervalue the merit and need for a multipurpose indoor centre in the northern area of the LGA, it is simply to reflect the reality of a tight fiscal environment where decisions concerning some funding priorities are based on the need to support projects that will benefit a majority of residents. Notwithstanding the above considerations, it would be prudent for Council to understand the feasibility and viability of developing a multipurpose indoor centre at Woolgoolga, in order to provide some surety for the Woolgoolga and Northern Beaches community that fundraising for the facility is warranted and can be continued, and to ensure that Council is 'project ready' should State and/or Federal government funding opportunities become available at short notice. Likewise, given the sizable investment required to expand and upgrade Sportz Central, it would also be prudent for Council to further investigate the feasibility and costs of expanding and upgrading Sportz Central and to better understand the impact of each project on each other. Therefore it would be beneficial for any feasibility study and business plan undertaken to include an assessment on both projects so the costs and benefits of undertaking either project, or both projects, can be compared and
Woolgoolga resident	11	18	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Objection to scheduling a high level feasibility study and business plan the proposed Northern Beaches Multipurpose Centre in the medium term and the request for it to be funded in 2016/17. Comments on the unfairness of three Coffs Harbour based projects receiving funding to commence planning in 2016.	
Woolgoolga resident	12	19	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Dissatisfaction with the lack of progress on the proposed Northern Beaches Multipurpose Centre. Dissatisfaction with scheduling a high level feasibility study and business plan in the medium term and the request for it to be funded in 2016/2017	
Woolgoolga resident	13	20	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Dissatisfaction with the lack of progress on the proposed Northern Beaches Multipurpose Centre. Dissatisfaction with scheduling a high level feasibility study and business plan in the medium term and the request for it to be funded in 2016/2017	
Woolgoolga	14	21	Re. NORTHERN BEACHES MULTIPURPOSE	

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resident			CENTRE. Objection to the delay in constructing the proposed multipurpose centre. Comments on the unfairness of three Coffs Harbour based projects receiving funding to commence planning in 2016.	prioritised. **Recommendation: In section 3.4 Basketball, replace "*To retain an expansion of court space and ancillary player facilities at Sportz Central as the highest priority for indoor court provision" with*** **To construct an expansion of court space and ancillary player facilities at Sportz Central pending the outcome of a feasibility study and business plan scheduled to take place in the short term.** <u>KEY ISSUE 3: Perceived unfairness in funding given that the proposed Art Gallery, Library and Performing Arts Centre projects have received funding for research, feasibility and business studies in 2016/2017.</u> In relation to previous decisions by Council to allocate funds for the research into the need and feasibility for other significant facility projects, Council has an ongoing responsibility to ensure the planning for necessary community infrastructure. Planning for a library, art gallery and performing arts centre is not addressed within the Draft Sports Facility Plan 2010 Five Year Review and is a separate matter for Council.
Woolgoolga and Northern Beaches Chamber of Commerce	15	22	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Dissatisfaction with the lack of progress on the planning for a proposed Northern Beaches Multipurpose Centre. The Chamber is seeking "procedural fairness and similar treatment to that to the proposed Art Gallery, Library and Performing Arts Centre projects which received funding for research, feasibility and business studies in 2016/2017".	
		23	Specific recommendations include; 1. Council to undertake in 2016/17 a feasibility study and business plan for a future multipurpose centre at the West Woolgoolga Sports Complex. 2. For the business and feasibility plan to consider all major indoor sports, cultural and community users. 3. To build a multipurpose centre at West Woolgoolga Sports Complex site, pending the outcome of the feasibility study and business plan in the short term. 4. For any extension to Sportz Central to be delayed until a detailed feasibility and	

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			business study has been completed.	
Arrawarra Headland resident	16	24	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Dissatisfaction with the lack of progress on planning for the proposed Northern Beaches Multipurpose Centre and with scheduling a high level feasibility study and business plan in the medium term. Request for the business and feasibility plan to be funded in 2016.	
Safety Beach resident	17	25	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Objection to the lack of progress on planning for the proposed Northern Beaches Multipurpose Centre. Urgent request for the project to be given high priority and to be acted on now.	
Woolgoolga resident	18	26	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Objection to the lack of progress on planning for the proposed Northern Beaches Multipurpose Centre. Urgent request for the project to be given high priority and to be acted on now.	
Woolgoolga resident	19	27	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Objection to the lack of progress on the planning for proposed Northern Beaches Multipurpose Centre. Request for the project to be given greater high priority than what is proposed.	
Woolgoolga resident	20	28	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Dissatisfaction with the lack of progress on planning for the proposed	

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			Northern Beaches Multipurpose Centre. Request for the project to be given greater high priority than what is proposed. Request for the Centre to include a "small separate room for dancers who require a wooden floor" with specific reference made to the flooring needs of tap dancing groups.	
Woolgoolga resident	21	29	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Objection to the lack of progress on the planning for proposed Northern Beaches Multipurpose Centre. Request for the project to be given high priority and to be acted on in the short term.	
Woolgoolga resident	22	30	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Objection to the lack of progress on the planning for proposed Northern Beaches Multipurpose Centre. Urgent request for the project to be given high priority and to be acted on now.	
Mullaway resident	23	31	Re NORTHERN BEACHES MULTIPURPOSE CENTRE. Notations of the community pledges to the facility. Objection to the lengthy delay in the planning for proposed Northern Beaches Multipurpose Centre. Request for the project to be given high priority and for planning to commence as soon as possible. Comments on the unfairness of the library, art gallery and performing arts centre receiving funding to commence planning in 2016 while a high	

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			level detailed business and feasibility plan for the Northern Beaches Multipurpose Centre is time lined for the medium term despite a site and concept plan already being place.	
Coffs Harbour resident	24	32	Re AFL. 1. Complaint that there was no mention of elite teams occasionally using facilities as part of their training camps in Coffs Harbour.	*Relevant section from the Draft 2015 Five Year Review Plan is on pages 13 & 14.* Discussion: It is correct that elite sporting teams utilise the C.ex Coffs International Stadium for training camps, including the Geelong Cats and Sydney Swans AFL clubs. Whilst the 2010 Sports Facility Plan and the subsequent Five Year Review Plan are mainly concerned with the planning for community sporting facilities, it is relevant to incorporate references to the regional role that the C.ex Coffs International Stadium has to grow participation in various sports through the opportunities that the stadium facilitates for Coffs residents to watch elite teams train and play matches. **New Item:** **Insert discussion in Chapter 3.1 AFL Demand section regarding elite team training camps in Coffs Harbour and making reference to the role of C.ex Coffs International Stadium role in attracting these teams.**
		33	2. Disputation of junior club membership figures.	Club membership figures were supplied by the AFL NSW/ACT Northern NSW Region Office. The figures under dispute are those from 2015. For the purposes of this Review officially sourced membership numbers have been used whenever available. **No changes to recommendations.**
		34	3. Complaint there was no mention of use of grounds for training, visiting team numbers,	The ground uses noted are generally one-off uses, or short-term casual uses. All of these uses can be accommodated on existing grounds and won't trigger

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			school competitions and representative team training, and use of Jetty Oval for AFL Nines in summer, Masters AFL games (there where 2 in 2015).	the need for additional AFL ovals and associated facilities. The 2010 Sports Facility Plan and the subsequent Five Year Review Plan are predominantly concerned with ensuring current and future needs for club-based and association-based sporting competitions and uses are accommodated, as well as regular non-club activities and services. Nevertheless, while reference has been given to the Swans Academy, it is more thorough to document other demand created by the sport. **New Item: Insert in Chapter 3.1 AFL Demand section a description of other types of AFL facility usage including AFL Nines, and Masters AFL.**
		35	4. Allowances need to be made for Women's leagues and girls participation.	Female participation in Australian Rules football increased nationally by 46% in 2015. There were 163 new female football teams formed in 2015, with the number of women now taking part in the game reaching 284,501 (Source: AFL). To date, however, there are no girls or women's competitions in the LGA. Whilst there are no real implications for grounds from the increasing interest and participation by girls and women in AFL, it is the off-ground facilities that need to be considered. When amenity buildings that are utilised by AFL teams are upgraded or re-built, the following items need to be considered to make them more 'female friendly': • Remove urinals. • Install cubicled showers with doors and include a small changing space with a bench and clothes hook. • Install benches with basins (not stand-alone basins), so there is capacity for make-up bags and items to be left on benches. • Provide power points with basins (for hair dryers).

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				• Consider separate change spaces for female umpires. Where space permits only one umpires room, install cubicled showers with doors and include a small changing space with a bench and clothes hook. **New Item: No. 8 in the list of 'Demand' indicators;** **Female participation in Australian Rules football increased nationally by 46% in 2015. There were 163 new female football teams formed in 2015, with the number of women now taking part in the game reaching 284,501 (Source: AFL).** **New Recommendation;** **To design any future amenity blocks that will be used by women footballers to be "female friendly".**
Coffs Harbour resident	25	36	Re. AFL. Disputation of junior club membership noting 110 registrations in the Coffs Harbour Breakers in 2015.	Refer to Issue 33
		37	Hopes for Woolgoolga to field teams on 11s and 13s this year after running with only Auskick players only in recent years.	Noted. Demand for AFL on the Northern Beaches has reduced in recent years and it is commendable to see a prospective revitalisation for this club starting in junior divisions. Growth as described will be absorbed by the existing facilities at Centennial Oval in the short term. **No change to recommendations.**
		38	More girls are being encouraged to play AFL	Noted Refer to Issue 35.

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			and it has been observed that there is a rise in the number of girls participating in AFL.	
		39	A Masters team was formed in 2015 and is hoped to grow in popularity.	In the event that the existing AFL clubs were to eventually each have a Masters team, or if Masters teams were formed as stand alone teams, this additional demand for access to AFL ovals can be accommodated on existing grounds and won't trigger the need for additional AFL ovals and associated facilities. **No changes to recommendations.**
		40	An expectation of future growth in the game for the region.	Noted. Refer to Issue 41
AFL NSW/ACT	26	41	Re AFL. 1. A decline in AFL Club player numbers has been arrested by significant investment into school visit programs, linking interested students to local Clubs, and by two recent senior management appointments by AFL NSW/ACT in the North Coast area, with one of them in Coffs Harbour, to facilitate further growth of the sport.	*Relevant section from the Draft 2015 Five Year Review Plan is on pages 13 & 14.* It is noted that AFL NSW/ACT has responded to the decline in AFL participant numbers in the Coffs Harbour region during the 2014 and 2015 seasons by introducing a number of strategies to stimulate growth, including the appointment of staff with the responsibility to grow the game in the region, and the introduction of a program involving school visitations whereby interested students are linked to local Clubs. Any additional demand for access to AFL ovals that will result from these initiatives can be accommodated on existing grounds and won't trigger the need for additional AFL ovals and associated facilities. The venue requirements Woolgoolga AFL (raised in Issue 43) is not regarded an additional venue, but a replacement one. **No changes to recommendations.**

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		42	2. Full support for the development of new amenities block at Fitzroy Oval and will be financially contributing to this project.	Noted. Financial contributions by AFL NSW/ACT and Cricket NSW have enabled the design of this structure to meet all the requirements for both sports. Council's partnerships with AFL NSW/ACT and Cricket NSW have been very productive.
		43	4. The playing surface and the amenities at Centennial Oval at Woolgoolga are too small to fully cater for senior level AFL for local competition, and needs improved subsurface drainage, and while it will be adequate while the Northern Beaches Club rebuilds, a new AFL field at the future Moonee facility is considered essential.	*Relevant Recommendations from the Draft Review:* *Section 3.1 AFL* *2015 Recommendation: to consider the possible inclusion of an AFL oval at the future Moonee Complex pending future investigations findings.* Discussion: It is acknowledged that Centennial Oval in Woolgoolga is too small to fully cater for senior AFL competition, however, it is the only option that currently exists in the Woolgoolga and Northern Beaches area. The size of the oval is adequate to accommodate the current and future growth of junior football. The feedback has prompted another analysis of the draft master plans of the future Moonee Sports Complex and future West Woolgoolga Sports Complex, and has identified AFL future needs may be better suited to the West Woolgoolga Sports Complex rather than Moonee Sports Complex. This has merit because: a) The West Woolgoolga Sports Complex is scheduled to be developed before the Moonee Sports Complex and will provide a quicker solution to AFL regarding the facility shortcomings being experienced at Centennial Oval. b) By the time the Moonee Sports Complex is developed there is a high level of certainty that all of stage 1 will be needed to service the needs of football/soccer, making a compatible multipurpose arrangement between

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				football and AFL hard to achieve until stage 2 fields at Moonee are constructed. c). The demand for Rugby Union at West Woolgoolga Sports Complex is not as high as thought when the Draft was written (refer to Table 2: Further Research, Rugby Union section) suggesting there is merit for Rugby Union to retain Centennial Oval as the home of rugby union on the northern beaches once AFL has moved to West Woolgoolga Sports Complex. Regardless of what football code plays on Centennial Oval, the synthetic cricket pitch in the middle of the football field is not desirable for any code. A new drop-in synthetic cricket pitch (a new product under development) which will provide the ability to remove the synthetic pitch over winter and drop in turf suitable for football codes such as Rugby Union and AFL. This product would enhance the suitability of Centennial Oval, Woolgoolga for use by any football codes. **New Recommendation:** **For a new drop in cricket wicket be considered for installation at Centennial Oval in order to provide a better playing field surface for football codes playing at the venue. Proposed Timing: Short Term.** **Delete from Section 4.3, Future Moonee Sports Complex Item e:** **Current participation trends for AFL suggest this field is not needed for the short to medium term, however this can be reassessed at a future date if investigations indicate a significant change in demand.** **Insert into Section 4.3, Future Moonee Sports Complex Item e:** **However, the West Woolgoolga Sports Complex may be a better fit for this**

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				sport and this is under consideration as an alternative to the Moonee Sports Complex, with a decision to be made in the next formal review of this document. **New Recommendation:** **To modify the master plan for the future West Woolgoolga Sports Complex on page 62 to show the capacity for a senior AFL oval as well as all other previously identified sports.** **Insert New Item into Section 4.4, West Woolgoolga Sports Complex;** **h. The addition of an AFL oval overlaid onto the multipurpose fields on the eastern playing fields precinct.** **The playing surface and the amenities at Centennial Oval at Woolgoolga are too small to fully cater for senior level AFL for local competition, and needs improved subsurface drainage, and while it will be adequate while the Northern Beaches Club rebuilds, a new AFL field to service the future needs of AFL is considered essential.** **The demand for Rugby Union at West Woolgoolga Sports Complex is not as high as originally estimated suggesting there is merit for Rugby Union to retain Centennial Oval as the home of rugby union on the northern beaches and AFL to move to West Woolgoolga Sports Complex once it is constructed.** **At this stage, rectangular fields for rugby union will remain on the master plan for the future West Woolgoolga Sports Complex, but will also show with the addition of an AFL field. Demand for rugby union and AFL on the Northern Beaches will be re-evaluated as part of the 2020 Sports Facility Plan review, with a final determination being made then.**

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		44	5. A recommendation and support for additional grandstand facilities at the International Stadium including additional covered seats and extended player change room and support amenities.	*Relevant to pages 50 – 54 in the Draft 2015 Five Year Review Plan.* The C.ex Coffs International Stadium needs to be continually upgraded to remain competitive with other towns and cities in NSW that are competing for the rights to host regional, national and international events and tournaments, including AFL matches. The submission advocates for the extension of the undercover spectator seating at the Stadium and the extension and upgrade of the player change rooms and support amenities, all of which have been allowed for in the review of the Coffs Coast Sports and Leisure Park master plan reported in the Draft 2015 Five Year Review Plan, and are supported by the Coffs Harbour Centre of Sporting Excellence Plan adopted by Council in November 2015. **No changes to recommendations.**
North Coast Football	27	45	RE. FOOTBALL VENUES 1. Football is one of few sports to maintain its participation rates in the last five years and has by far the largest participation rate compared with all other sports in the Plan.	*Relevant to pages 28-30 in the Draft 2015 Five Year Review Plan.* The Draft 2015 Five Year Review Plan notes that participation in football in NSW has continually increased during the past few years, including in the North Coast Football region which incorporates the Coffs Harbour LGA. Growth of over 200 participants occurred during the period 2010 – 2015, with junior participation largely contributing to this growth. As the governing body of football in the Coffs Harbour LGA, North Coast Football (NCF) has validated this growth. **No changes to recommendations.**
		46	2. There is expected to be significant future growth in participation in the two to five	Noted. Assuming no loss of existing facilities, the existing network of football facilities is expected to have the capacity to absorb this extra demand created

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			year age group and Inclusive Football.	by growth from entry level participants. **No change to recommendations.**
		47	3. A facilities group and resources have been developed to assist Clubs and Councils with facility development.	This initiative from NCF is commendable, and will be a valuable resource for club administrators and land managers responsible for facility provision. Council strongly supports joint facility developments, and these additional resources are likely to assist in this process. **No changes to recommendations.**
		48	4. Concerns over existing interruptions to bookings for of Ovals 1 and 2, CCSALP, for high performance training. To alleviate this, NCF recommends new fields and associated infrastructure on the west precinct of Coffs Coast Sport and Leisure Park to be constructed in the short term (rather than the stated medium term) and for consideration for this facility to be leased to football.	*Relevant to pages 50-54 in the Draft 2015 Five Year Review Plan.* Council acknowledges that there are often periods when existing regular users of Coffs Coast Sports and Leisure Park (CCSALP) are displaced to accommodate major sporting events, however, the overriding hierarchy of prioritisation of use of CCSALP supports major and significant events to training associated with representative teams and development squads. This framework ensures that the competitive edge for marketing the availability of the CCSALP and the C.ex Coffs International Stadium is not eroded or devalued due to local training and competition needs taking priority over securing one-off events. This hierarchy of prioritisation is more fully explained on pages 50 & 51 in the Draft 2015 Five Year Review Plan. The proposal by NCF to bring forward the development of the western precinct of the CCSALP to deliver up to five rectangular fields and an amenities building for use for high performance training and regional football events is not feasible in the short-term. The costs associated with the development of three rectangular fields on the undeveloped fields on the Coffs Coast Sport and Leisure Park's western

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				precinct is scheduled in the Coffs Harbour Open Space Developer Contribution Plan for 2026 – 2028. This timing places this development to be completed after the West Woolgoolga Sports Complex and before the Moonee Sports Complex. Moving this project forward could only be investigated if substantial funding from a sport user group was forthcoming. Any potential for leasing part of this area to football would be dependent on significant investments being made by football, and would be contingent on lease conditions being compatible with Coffs Coast and Leisure Parks purpose and its policy for prioritising bookings. Council has to carefully prioritise the allocation of its funds for the development of sporting and recreation facilities, and there is a greater need for 'core' facilities for some other sports to be provided (or upgraded) before additional high performance training facilities for football can be provided for – remembering that the use of Ovals 1 & 2 is largely accommodating the facility needs for football high performance training. **No changes to recommendations.**
		49	5. Toormina Oval - home of the largest football club with over 500 members - A recommendation to deliver an additional amenities block as a priority.	Relevant to issues on pages 55 – 57 of the Draft Five Year Review Plan. It is acknowledged that the existing amenities building servicing the western sporting facilities at the Toormina Sports Complex is not meeting the needs of the sports and has inadequate provision for storage. Two of the user groups at the site are two of the largest sporting clubs in the LGA (Coffs Coast Little Athletics and the Sawtell and District Football Club), and both are continuing to increase their membership across all ages and both genders. The pressure on the existing facility to meet core needs will only compound in the short-term.

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				The Toormina Sports Complex Master Plan supports the provision of a new amenities block on the eastern side of the main car park servicing the western sporting facilities. The 2016 Plan notes an implementation timeframe of Short Term. Based on the existing high use of this site all year, the growing participation by females in both football and athletics, and the proposal for athletics to be retained at the Toormina Sports Complex until the Northern Storm Football relocates from York St Oval to Moonee Sports Complex, it is reasonable to nominate a new amenities building as a Short Term project. The future planning for the amenities block needs to incorporate 'female friendly' design solutions. A description of the design considerations to make a facility 'female friendly' are listed in Issue 38. **New item: for inclusion in the Section 3.6 and 4.2 relating to changes to the Toormina Sports Complex Master Plan:** **h. New amenities building** **To construct a new amenities building incorporating 'female friendly' design at Toormina Sports Complex to be delivered in the Short Term.**
		50	6. NCF has an overall desire to work with Council in development of facilities for its members and has support of NNSW in provision of skilled and financial resourcing.	Noted. **No changes to recommendations.**
COFFSAC	28	51	Re. COFFS COAST SPORT AND LEISURE PARK. Recommendation to include a second roadway and entry point to connect directly to either the Highway or Hogbin Drive in order to alleviate the ingress and egress congestion that occurs at major events held at the C.ex Coffs International Stadium.	**Relevant to pages 50 - 54 from the Draft 2015 Five Year Review Plan.** **The C.ex Coffs International Stadium attracts significant events to Coffs Harbour. Council and other stakeholders regularly assess the configuration of the Stadium and the supporting infrastructure located within and immediately surrounding Coffs Coast Sport and Leisure Park.**

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				The efficiency of the traffic management associated at the C.ex Coffs International Stadium is a key to the level of satisfaction of spectators and other visitors who attend major events. An ongoing issue raised is the traffic congestion that occurs prior to and at the conclusion of major events, and the submitter has suggested that one solution might be to include a second roadway and access to C.ex Coffs International Stadium that connects directly to Pacific Highway or Stadium Drive. Such a proposal will be very expensive to deliver and will need to be fully investigated, however, should be assessed as part of a broader traffic management study of the precinct to confirm if the proposal is the most optimum solution. **Recommended changes to the Draft 2015 Five Year Review Plan:** **1. Delete Item e. Reducing extent of internal road connections, in Section 4.1 relating to changes to the Coffs Coast Sports and Leisure Park Master Plan** **2. New Item; for inclusion in the Section 4.1 relating to changes to the Coffs Coast Sports and Leisure Park Master Plan:** **g. Traffic Management** **The efficiency of the traffic management associated at the C.ex Coffs International Stadium is a key to the level of satisfaction of spectators and other visitors who attend major events. An ongoing issue raised is the traffic congestion that occurs prior to and at the conclusion of major events. It is recommended that a comprehensive investigation take place into options to reduce the traffic congestion around the Stadium during major events, including the option for a second roadway and access to C.ex Coffs International Stadium that connects directly to Stadium Drive.** **3. Vary 2015 Coast Sports and Leisure Park Master Plan to include;**

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				D9 Explore temporary egress from CCSALP onto Stadium Drive.

TABLE 2: FURTHER RESEARCH		
SPORT	**RESEARCH**	**RECOMMENDATION FOR AMENDING STRATEGY (IN BOLD)**
Touch Football	Consultation with local Touch Football Association administrators have taken place while the draft document was on public exhibition. Further research into data available was also undertaken. Findings are reported below; **DEMAND** 1. Touch Football throughout Australia had 146,756 senior and 72,562 junior full active memberships in the 2014/15 period. Senior teams increased by 1,157 teams, or 9.3% increase, compared to the previous 12 month period. An additional 242 junior teams in 2014/15 resulted in a 3.9% increase in junior full active memberships. Overall, there was an overall increase of 15,738 in 2014/15, representing a 7.7% increase on the previous year. 2. NSW has the largest share of Australian full active memberships. Of the 146,756 Australian senior full active members in 2014/15, 59,767 were from NSW. This represents 39% of the Australian full active senior membership. Of the 72,338 Australian junior full active members in 2014/15, 41,016 were from NSW. This	*Relevant Recommendations from the Draft Review;* *The final Five Year review document will report in detail an account of Touch Football and Oztag activities, facilities requirements, registrations, and participation trends together with any recommendations should they need to be changed from those in Coffs Harbour Sports Facility Plan.* **New Item: Transfer the research reported in this table for Touch Football into a new dedicated subsection in section 3 in the 2016 Sports Facility Plan and insert membership numbers into Graph 4.** *2010 Recommendation:*

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	represents 55% of the Australian full active junior membership. The state with the next largest full active membership numbers is QLD. 3. Overall Touch Football registrations in the Coffs Harbour LGA appear to have remained stable between 2010 and 2015, but the spread of participation across competitions appears to have changed, with reductions in the Woolgoolga competition and increases in those held at Geoff King Motor Oval. 4. Touch Football at Geoff King Motors Oval in Coffs Harbour appears to have undergone growth in all divisions, and have strong participation in the 2015men's, mixed and junior competitions. Overall, the 2015 summer competitions attracted 220 juniors (20 teams), 308 players in the men's and women's competition (28 teams), and 352 players (32 teams) in the mixed competition, totalling 880 players. Player numbers have been estimated based on 11 players per team. 5. The Woolgoolga competition has experienced almost 50 % reduction in senior and junior team numbers in between 2010 and 2015. Senior teams have dropped from 34 to 17, and junior teams have dropped from 16 to 9 over this period. Using Touch Football Australia's recommended average team size of 11.25 players per team, this equates to 292 players for the 2015 summer competition. 6. The total numbers of touch football players in competitions throughout the Coffs Harbour LGA is estimated at 1172. The number of member registrations is likely to be slightly lower owing to some players competing in two or more divisions, but only team numbers were available. This level of participation places Touch Football as the second largest sport in the Sports Facility Plan, behind football (soccer) with 2500 players but greater than basketball with 1063 players. **UPDATES ON FACILITES AND TRENDS** 1. Touch Football Australia merged with the NRL in 2013, with one of the merger	*Support Advocate Park to continue to be the main venue for Coffs Urban/Southern precincts.* Discussion: Advocate Park is now known as Geoff King Motors Oval. This venue continues to be a highly suitable venue for touch football, with competitions running at close to full capacity in summer. The need for floodlighting and subsurface drainage improvements was included in the 2010 Pan as a long term priority. The high levels of usage suggest the need for these improvements are needed in the short term. **New Recommendation:** **To upgrade floodlighting and subsurface drainage at Geoff King Motors Oval in the short term.** 2. 2010 recommendation; Medium to long term, utilise the fields that will become available at the proposed Moonee Sportsground to service any further demand in the northern beaches precinct. Discussion: Should Woolgoolga Touch Association rebuild to levels experienced in 2010, it is expected that a combination of lighting and drainage improvements at Woolgoolga sportsground and the development of the West Woolgoolga Sports

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	objectives including to "link local level Rugby League and Touch Football relationships to support dual track pathway opportunities from grassroots to elite for both contact and non-contact forms of the game." The merger has afforded Touch Football Australia with a multitude of cross promotional opportunities and mainstream exposure estimated at $2 million. 2. In 2014, Touch Football Australia hosted the Touch World Cup at Coffs Harbour with outstanding results in all divisions, and Australia snaring world champion status in eight out of nine divisions. 3. Woolgoolga The Woolgoolga Touch Association is affiliated with Touch NSW and they conduct a summer season competition at Woolgoolga Sportsground. The competition is restricted to a summer competition because there is inadequate floodlighting to conduct a winter competition. In a market with ever increasing competition between sports to attract and retain players, the Woolgoolga Touch Association is disadvantaged because they need to reactivate players from 6 months ago to play in the next summer season. Short term planned improvements for lighting and subsurface drainage at Woolgoolga Sportsground, funded from the Coffs Harbour Open Space Developer Contribution Plan 2014, will help the Woolgoolga Touch Association transition into offering both winter and summer competitions. In the long term, they will be able to transition to the future West Woolgoolga Sports Complex which will offer an increase in field size/capacity. The junior competition is held over Term 4 each year only. 4. Coffs Harbour	Complex will provide sufficient facilities to support long term growth of Touch Football on the Northern Beaches. As a multipurpose facility, future use of the Moonee Sports Complex may be possible, however it is unlikely for the sport to need this facility. **New recommendation:** **Delete Recommendation 2.**

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	The Coffs Harbour Touch Football Association and Coffs Mixed Touch Association are affiliated with National Touch Rugby Australia and conduct competitions at Geoff King Motors Oval in Coffs Harbour. The two associations believe the competitions are at close to full capacity and are unable to grow substantially more unless there are improvements to facility, especially the floodlighting. Lack of subsurface drainage also a concern of the Comets Rugby League Club which leases and manages the facility. A low supply of referees and a reluctance of players to play late timeslots has also impacted on the Association's decision to retain the existing competition formats, and cap team numbers to 32 per competition. The pressure on facility capacity is eased in winter when team numbers reduce to roughly half to two thirds of those in the summer competition.	
Oztag	Consultation with Oztag administrators have taken place while the draft document was on public exhibition. Further research into data available was also undertaken. Findings are reported below; **DEMAND** 1. Australian Oztag competitions are growing in number but no historical registration data has been provided. 2. Similar to Touch Football and Rugby League, Oztag is strongest in NSW in QLD. This is demonstrated by the number of registered competitions in each state; NSW 94, QLD 46, WA 7, ACT 4, SA 4, VIC 2. 3. Senior participation is represented by approximately 75% men and 25% women. Junior participation is represented by approximately 60% male and 40% female. 4. The Coffs Harbour men's and mixed Oztag competitions are held at Geoff King	*Relevant Recommendations from the Draft Review;* *The final Five Year Review document will report in more detail an account of Touch Football and Oztag activities, facilities requirements, registrations, and participation trends together with any recommendations should they need to be changed from those in the Coffs Harbour Sports Facility Plan 2010;* **New Item: Transfer the research reported in this table for Oztag into a new dedicated subsection in section 3 in the 2016 Sports Facility Plan and insert membership numbers into Graph 4.** *1. 2010 Recommendation:*

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	Motors Oval in Coffs Harbour and attract approximately 30 teams in each competition. For 2015 summer there were 29 teams in men's and mixed divisions. Team numbers reduce to approximately 22 mixed teams and 16 men's teams in the winter competitions. 5. The Coffs Harbour junior competition has been much smaller with 6 teams in the 2015 summer competition, and has potential to be much larger. 6. Applying a team size of 11 per team, the total player registrations for the 2015 summer competition is estimated at 704. Compared to registrations for other sports included in the Sports Facility Plan, Oztag is the ranked 5th largest sport, between tennis at 4th (748 registrations), and netball at 6th (671 registrations). **UPDATES ON FACILITY PROVISION AND TRENDS** 1. Geoff King Motors Oval is close to full capacity for the senior competitions. The competition capacity could be extended with a flood lighting installation on the NE field. Existing floodlighting is reported to suffer sporadically with broken lamps. 2. A new version of Oztag called Supertag is starting to gain momentum in the junior market in Sydney and is played primarily as a winter sport with 11 players on a full sized rugby league field. 3. Major events for Oztag such as the NSW Junior Oztag championships, have experienced significant growth in recent years.	*Support Advocate Park to continue to be the main venue for Coffs Urban/Southern Precincts* *Discussion:* Advocate Park is now known as Geoff King Motor Oval. This venue continues to be highly suitable venue for touch football, with competitions currently running at close to full capacity in summer. The need for floodlighting and subsurface drainage improvements was included in the 2010 Plan as a long term priority. The high levels of usage of this facility suggest the need for these improvements are needed in the short term. **New Recommendation:** **To upgrade floodlighting and subsurface drainage at Geoff King Motors Oval in the short term.**
Rugby Union	Over the 2015/16 summer, the one senior Woolgoolga Rugby Union team which was expected to enter into the first grade competition withdrew from the 2016 competition.	*Discussion:* The location of synthetic cricket wickets in the middle of a field does not provide surface suitable

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TABLE 2: FURTHER RESEARCH		
SPORT	**RESEARCH**	**RECOMMENDATION FOR AMENDING STRATEGY (IN BOLD)**
	It appears the Union team was left with insufficient numbers to form a viable Woolgoolga team because the newly reformed senior Woolgoolga Rugby League teams had drawn many of the players back to League. This pattern of players moving between League and Union while the other is in recess has been repeated sporadically a number of times at Woolgoolga. This suggests that there is insufficient demand to support viable senior League and Union Clubs from the Northern Beaches. League is the more established and dominate code in this area. With future population growth for people in their 20's expected to be slow, demand for senior League and Union facilities for the Northern Beaches is unlikely to grow significantly in the future. As a result, the demand for provision for new additional rectangular fields at the future West Woolgoolga Sports Complex is now considered far less than previously expected. In future years, should senior Woolgoolga Rugby Union reform while Woolgoolga League is still running teams, Centennial Oval in Woolgoolga will serve as a suitable venue for Rugby Union, and has been used for this purpose in the past. The suitability of Centennial Oval for Rugby Union would be enhanced if a new drop in cricket wicket can be installed. These new wickets are currently being developed and allow for the removal of the wicket over the winter season and for turf to be dropped in for the winter season. In the short term however, Centennial Oval will continue to be needed for AFL. AFL NSW/ACT, has however, highlighted Centennial Oval as insufficient to meet the minimum standards for senior AFL (refer to submission 26). This opens up the opportunity to transfer AFL from Centennial Oval to the future West Woolgoolga Sports Complex which has enough space to accommodate a regulation size AFL oval, and to make Centennial Oval the home of rugby union (should it eventuate League and Union do field senior teams in the same years).	for playing football codes. Centennial Oval in Woolgoolga has this feature, and the risk is managed by a temporarily covering the pitch the each winter with soil. A new drop-in synthetic cricket pitch is under development which will provide the ability to remove the synthetic pitch over winter and drop in turf suitable for football codes such as Rugby Union and AFL. This product would enhance the suitability of Centennial Oval, Woolgoolga for use by football codes. **New Recommendation:** **For a new drop in cricket wicket be considered for installation at Centennial Oval in order to provide a better playing field surface for football codes playing at the venue. Proposed Timing: Short Term.** **New Recommendation:** **To modify the master plan for the future West Woolgoolga Sports Complex on page 62 to include a senior AFL oval as well as all other previously identified sports.**

Attachment 2

TABLE 2: FURTHER RESEARCH		
SPORT	**RESEARCH**	**RECOMMENDATION FOR AMENDING STRATEGY (IN BOLD)**
	At this stage, the rectangular fields on the future West Woolgoolga Sports Complex will remain on the master plan for this venue until the 2020 review, but will also show with the addition of an AFL field. This will demonstrate the multipurpose potential of the site. However, given the expected low demand for Union, there will be close scrutiny of need for Union facilities on the Northern Beaches in 2020, and based on current trends, rectangular fields suitable for rugby union and league may be removed from the master plan in 2020. If this were to occur, it would be important for Centennial Oval to be available for Rugby Union. There are efforts being made to form Woolgoolga junior teams to play in the Friday night junior competition at Coffs Harbour. Woolgoolga based teams will require a Woolgoolga venue to train on midweek and Centennial oval would be suitable for these young teams to train on.	
Football	Opposition to the development of a regional athletics centre at York St Oval before the future Moonee Sports Complex is developed. After the end of the Draft Plans exhibition period, an opinion was sought from North Coast Football and Northern Storm Football regarding the proposed regional athletics. The conceptual layout of the regional athletics centre for stages 1, 2 and 3 were provided for comment. <u>The key issues raised by NCF included;</u> a. Loss of Coffs Harbour regions Country Gala Day facility. Example competition draws for two upcoming events were provided indicating a total of 44 and 52 teams competing across a two day weekend. There is no other football facility in Coffs Harbour large enough to cater for events of this size. b. Restricted access to York St Oval by training for National and Regional titles held at the Stadium and Coffs Coast Sport and Leisure Park.	*Relevant Recommendations from the Draft Review:* *Section 3.2 Athletics* *1. To remove the 2010 recommendation to development of a permanent all-year grass track and associated facilities within the eastern precinct of Coffs Coast Sport and Leisure Park, adjacent to the hockey facility.* *2. For Toormina Oval to remain the home ground for Coffs Coast Little Athletics in the short to medium term.* *3. For York St Oval to be the proposed future venue for a permanent grass athletic track after*

Attachment 2

TABLE 2: FURTHER RESEARCH		
SPORT	**RESEARCH**	**RECOMMENDATION FOR AMENDING STRATEGY (IN BOLD)**
	c. A short term development of a regional athletics would constrain football's use of the venue for up to 12 years, the potential period between an athletics venue being built at York St Oval in the short term and the Moonee Sports Complex being built. d. The loss of sufficient fields to service football needs. The concept plan was noted as providing the same number of fields Northern Storm currently use however a number of issues was raised about the field layout; having insufficient space between fields, extending fields onto existed vegetated zones, and the conflict of use preventing safe conduct of athletics training while football training occurs on the field in the centre of the track. <u>The key objections from Northern Storm Football Club included;</u> a. Field layout being too constrained with inadequate field runoff, field encroachment onto existing drainage trench, field proximity to the road requiring the construction of high fencing to prevent balls being retrieved from the road. b. Insufficient number of fields to cater for expected short term growth. The Club grew from 270 players in 2013 to 360 players in 2015. If this growth continues they will have increasing field requirements in the short term. c. The change of field layout will need to account for the relocating the footings for the goal posts and high fencing along York St. d. Safety concerns for users of the track and the inside football field at the same time. Concern for safety for moving players and equipment through the carpark to get to the field inside the track. e. The Club has endured insufficient lighting and an aging amenity block for years and consider any delay on these projects unacceptable.	*Northern Storm Football move to Moonee Sports Complex. (Council strongly advocates for provision of multi-purpose facilities where it is appropriate and practical, and will therefore seek a second suitable sporting use on the site in a manner that is compatible with athletics activities.)* *4. For an investigation into the feasibility of a synthetic track at York St Oval be undertaken in the lead up to the future transition of Coffs Coast Little Athletics from Toormina Oval to York St Oval.* Discussion: The development of an athletics facility in the shorter term at York St will place considerable constraints on the ability for football to cater for their current needs. Football is the largest sport in Coffs Harbour with 2500 estimated players, compared with 350 in Little Athletics and an estimated 80 senior athletes. Nationally football appears to be enjoying a greater media profile and is well positioned to experience growth in the shorter term, which is also expected at the grassroots level of the sport. Bringing forward the movement of athletics from Toormina Oval to York St, creating a co-share arrangement until such time as the Moonee Sports Facility is built will place a strain on a large

Attachment 2

TABLE 2: FURTHER RESEARCH		
SPORT	**RESEARCH**	**RECOMMENDATION FOR AMENDING STRATEGY (IN BOLD)**
		sport which is already challenged at having enough venues to place all their games. This is evidenced by the necessity to schedule some games on Thursday and Friday evenings, and Sundays in addition to the traditional Saturday. Athletics is one of few sports to have experienced growth locally in the last five years, and the creation of a national standard facility is likely to inspire higher levels of participation and service some training needs for athletes from other sports. However, the high cost infrastructure required to build and maintain a regional athletics centre will need considerable funding from Council. While the proposed facility will have potential to attract a few new events to the LGA, the majority of income the facility will generate will effectively be from existing business transferred from one Council asset to another. **Recommended changes to the Draft 2015 Five Year Review Plan:** **Wording in Recommendation 4 to;** **For an investigation into the feasibility of a national standard synthetic track at York St Oval be undertaken in the lead up to the future transition of Coffs Coast Little Athletics from Toormina Oval to York St Oval, including a**

Attachment 2

TABLE 2: FURTHER RESEARCH		
SPORT	**RESEARCH**	**RECOMMENDATION FOR AMENDING STRATEGY (IN BOLD)**
		review of the submitted Business Plan for a Regional Athletics Centre.
Cricket	The registrations for senior cricket were under represented in the Draft Review and did not account for 73 juniors who take part in the senior grade competitions.	**Correct cricket membership numbers in section 3.5 Cricket, page 24, and in Graph 4: page 11**
Other Sports: Badminton Cycling Equestrian Futsal Radio Controlled Car Table Tennis Volleyball	While no further research was done on these sports, their details in the Other Sports Table (Section 3.15 in the 2016 Plan) were updated to reflect changes in their venue compared with those reported in the 2010 Plan.	**To update venue details in the table in Section 3.15 Other Sports**

REPORT TO ORDINARY COUNCIL MEETING

DRAFT COFFS HARBOUR EVENTS STRATEGY 2020

REPORTING OFFICER:	Group Leader City Prosperity
DIRECTOR:	Acting Director, Sustainable Communities
COFFS HARBOUR 2030:	LC 3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour LC 4.3 Support activities and events that help us celebrate our diversity LC 4.4 Develop inclusive community, sporting and recreational events and activities LP 6.1 Develop strong and effective partnerships between business, the community, educational institutions and government
ATTACHMENTS:	ATT Draft Coffs Harbour Events Strategy 2020

Recommendation:

That Council:

1. **Approve the public exhibition of the *Draft Coffs Harbour Events Strategy 2020* for a 28 day period.**
2. **Receive a report back on the *Draft Coffs Harbour Events Strategy 2020* following public exhibition.**

EXECUTIVE SUMMARY

The *Draft Coffs Harbour Events Strategy 2020* reflects the needs of a diverse and growing regional city. It will help increase the capacity of the region to hold events, driving visitation, tourism and investment, and delivering increasing economic and socio-cultural value and benefits back to the community.

Coffs Harbour likes to be seen and considered as a vibrant, forward-thinking city dedicated to driving economic outcomes through year-round events. In 2015, Coffs Harbour won a globally-acclaimed *International Festivals and Events Association (IFEA) World Festival and Event City Award*, gaining recognition alongside major global cities.

This strategy aims to cement that recognition and further grow our reputation as a premier event friendly regional city.

REPORT

Description of Item:

In 2009 Council engaged William O'Toole - Events Development Specialist, to create the C*offs Harbour City Council Events Strategy 2009*, which was adopted on 17 December 2009. A further report was adopted by Council on 12 April 2012 confirming its commitment to pursue events as a driver for economic growth and community benefits.

The *Draft Coffs Harbour Events Strategy 2020* is a new and refreshed strategy that reflects the needs of a diverse and growing regional city. The purpose of the strategy is to:

- Attract, grow and retain events in Coffs Harbour
- Generate economic, social and community benefits
- Provide expertise, frameworks and support for others to run successful events

Coffs Harbour is known regionally for the diversity of the events it hosts. These range from the World Rally Championship, the Touch Football World Cup, to the Multicultural Harmony Day Festival and an array of events and festivals of all shapes and sizes in between.

We like to be seen and considered as a vibrant, forward-thinking city dedicated to driving economic outcomes through year-round events. In 2015, Coffs Harbour won a globally-acclaimed *International Festivals and Events Association (IFEA) World Festival and Event City Award*, gaining recognition alongside major global cities.

This strategy aims to cement that recognition and further grow our reputation as a premier event friendly regional city.

By increasing the capacity of the region to hold events, and of our community to run events, we can in turn drive more visitation, tourism and investment, delivering increasing economic and socio-cultural value and benefits back to the community

Issues:

To effectively develop a diverse event program that meets the needs of the people of Coffs Harbour and the objectives of Council, five strategic focus areas and outcomes have been identified within the draft strategy:

1. Economic Development
2. Community Development
3. Coffs Coast Brand & Marketing
4. Align Council Strategies
5. Sustainability

An effective events strategy must have clear direction and outcomes in order for it to be successfully implemented. Council has identified the following key directions that are reviewed in depth throughout this document, resulting in ten measurable strategic actions:

Event Development	Event Management	Event Marketing
1.0 Event Mix	**4.0 Event Governance & Leadership**	**8.0 Brand Positioning & Destination Marketing**
2.0 Event Infrastructure	**5.0 Event Funding**	**9.0 Event Marketing**
3.0 Event Assessment Tools	**6.0 Event Capacity Building**	**10. Event Services**
	7.0 Risk Management	

Options:

The following options are available to Council:

1. Adopt the recommendations provided in this report, allowing the Draft Coffs Harbour Events Strategy 2020 to be placed on public exhibition.
2. Amend or reject the recommendations as Council may wish to propose alternate options.
3. Reject the recommendations provided to Council which would detract from the intent of this report.

Sustainability Assessment:

- **Environment**

  Environmental sustainability is highlighted within the strategic focus and outcomes.

- **Social**

  Events play a vital role in the social fabric of the community. Community development is highlighted as a strategic focus and outcome of the strategy.

- **Civic Leadership**

  Civic Leadership is captured in Coffs Harbour 2030 through:

  - LC 3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
  - LC 4.3 Support activities and events that help us celebrate our diversity
  - LC 4.4 Develop inclusive community, sporting and recreational events and activities
  - LP 6.1 Develop strong and effective partnerships between business, the community, educational institutions and government

- **Economic**

  Broader Economic Implications

  One of the key strategic outcomes of events is the broader economic impacts for the Coffs Harbour economy. The return on investment from events can be extremely high, although somewhat difficult to quantify. It is estimated that sporting events based around

C.ex Coffs International Stadium and the Coffs Coast Sport and Leisure Park alone contribute around $30 million annually directly into the Coffs Harbour economy.

Delivery Program/Operational Plan Implications

A number of funding strategies are identified within the draft plan (p25-26), including working with government agencies, sporting bodies, the business community and other stakeholders.

Implementation of the strategy will require an ongoing allocation of council funds towards events and associated infrastructure and services. These will need to be considered in Council's long term budget forecasts against Council's overall future funding priorities.

Risk Analysis:

Risk management is a key direction of the draft plan (p29), highlighting the inclusion of events in the formation of the five year visitor economy risk management plan described in the Draft Coffs Coast Tourism Strategic Plan 2020, as well as the formation of robust risk management procedures and processes for all Council events.

Consultation:

Consultation has been undertaken with Council's leadership group and those specifically involved in events. A peer review has also been undertaken by:

- William O'Toole, the author of the 2009 strategy,
- Dr Meredith Wray, the co-author of the Draft Coffs Coast Tourism Strategic Plan 2020
- Dr Dave Arthur, author of the feasibility study into the Sporting Centre of Excellence.

Extensive industry consultation was undertaken during the formation of the original 2009 strategy.

Further external consultation will be undertaken on this draft during the exhibition period.

Related Policy, Precedents and / or Statutory Requirements:

The *Draft Coffs Harbour Events Strategy 2020* incorporates relevant aspects from the following:

- The 2030 Community Strategic Plan
- The Draft Coffs Coast Strategic Tourism Plan 2020
- The Draft Coffs Harbour Sports Facility Plan 2016
- The Economic Development Strategy (Live Love Coffs) 2014 - 2017
- The 2011 International Stadium Business Plan
- The Cultural Plan 2013 – 2016

When the final version is adopted, it will also replace the 2009 strategy.

Implementation Date / Priority:

If approved, the *Draft Coffs Harbour Events Strategy 2020* will be placed on exhibition for four (4) weeks. Following a review of submissions received, the review will be finalised and presented to Council for adoption in June or July 2016.

Conclusion:

The *Draft Coffs Harbour Events Strategy 2020* is an important document for the future of events in Coffs Harbour. Once adopted and implemented successfully, it will help increase the capacity of the region to hold events, driving visitation, tourism and investment, and delivering increasing economic and socio-cultural value and benefits back to the community.

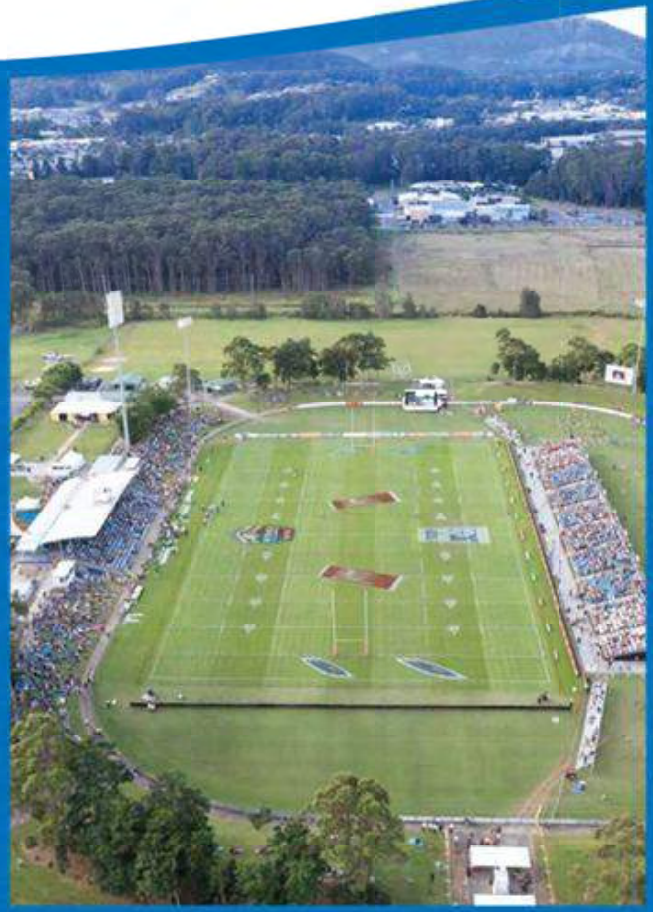
Attachment 1

Coffs Harbour Events Strategy 2020

DRAFT

April 2016







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preface

In 2009 Council engaged William O'Toole - Events Development Specialist, to create the C*offs Harbour City Council Events Strategy 2009* (2009 ES). This strategy was developed following significant consultation with the local event industry (organisers, suppliers, venue owners and businesses) and Council (Councillors and staff), as well as review research and event strategies from various towns, cities and regions of Australia, New Zealand and the United Kingdom. The strategy was adopted by Council on 17 December 2009.

In addition, a report on Major Events Funding was adopted by Council on 12 April 2012. This report confirmed a funding allocation to pursue major events as a driver for economic growth and community benefits, as well as the process by which this funding could be allocated.

In 2014, Council commenced a three year Transformation to Sustainability (T2S) program to set the organisation on a path to financial sustainability. As a result, the City Prosperity Group was formed in 2015 within the Sustainable Communities Directorate. It includes two sections: Stadium & Major Events (S&ME), and Industry & Destination Development (I&DD).

The S&ME Section is responsible for delivering specific customer outcomes as well as results for the community, such as: championing Coffs Harbour as a premier regional events destination, being recognised as a sector leader, enriching the community through events, having a positive impact on the local economy, delivering excellence in Stadium management, encouraging increased sporting participation and making Coffs Harbour an event-friendly city.

One of the first priorities of the City Prosperity Group was to align existing and current organisational strategies, therefore a complete review and refresh of the 2009 ES has been undertaken.

The *Draft Coffs Harbour Events Strategy 2020* is based on the foundation of the 2009 ES, and credit is given to the original author William O'Toole as many of the key issues and strategic directions remain largely valid in today's market, and aspects from the 2009 ES will appear within the *Draft Coffs Harbour Events Strategy 2020.*

Additions have also been included to reflect the current status of the event industry, Council's event portfolio and its new focus on leadership in the event space including capacity building. The *Draft Coffs Harbour Events Strategy 2020* has also incorporated relevant aspects from the following Council Strategies and documents:

- The 2030 Community Strategic Plan
- The DRAFT Coffs Coast Strategic Tourism Plan 2020
- The DRAFT Coffs Harbour Sports Facility Plan 2016
- The Economic Development Strategy (Live Love Coffs) 2014 - 2017
- The 2011 International Stadium Business Plan
- The Cultural Plan 2013 – 2016

This strategy has included new research from other city events strategies, and involved consultation with the Council Group Leadership Team and external stakeholders including:

- Dr Dave Arthur (author of the 2015 Coffs Harbour Centre of Excellence Feasibility Study)
- Dr Meredith Wray (co-author of The DRAFT Coffs Coast Strategic Tourism Plan 2020)
- William O'Toole (author of *Coffs Harbour City Council Events Strategy 2009*)

executive summary

Coffs Harbour is highly valued as a place to live, and is a popular visitor destination (approximately 1.6 million annually), and continues to attract people seeking a lifestyle change or place to retire. The expected population for the Local Government Area is 100,000 by the year 2030*.

Events play a significant role in attracting large volumes of new and repeat visitors to Coffs Harbour, as well as providing a vibrant backdrop of activity, entertainment, education and wellbeing for residents of the broader Coffs Coast community. To date, not all events in the region are measured, however it is estimated that events at the C.ex Coffs International Stadium alone deliver more than $30 million back to the community every year**.

Council, through its City Prosperity Group: Stadium & Major Events team, now has a dedicated and holistic focus on events (Stadium Events, Sport Events, Major Events, Civic Events, as well as other events including Business Events, Community Events and so on), for Council and the Coffs Coast. This Group and Section has full ownership and accountability for the preparation and delivery of this strategy.

As identified in the *Draft Coffs Coast Strategic Tourism Plan 2020,* (see Appendix 2 for exact excerpt) Council aims to position the Coffs Coast as the leading regional destination for sports, tourism, events and innovative festivals that support the Coffs Coast brand and positioning to 2020.

To achieve this, the following strategic objectives were identified and used to help shape the direction of this strategy*:*

- Position Coffs Harbour as the leading regional sports tourism destination to 2020
- Position the Coffs Coast as the foremost regional destination for vibrant and exciting events and festivals to 2020
- Encourage event and festival visitors to stay longer, spend more and enjoy the diversity of visitor experience on the Coffs Coast
- Support community based organisers to manage and deliver viable and sustainable events and festivals
- Develop a coordinated marketing strategy for events and festivals
- Develop a strategic approach to streamline and consolidate event and festival planning across the Coffs Coast, and promote best practice for internally and externally run events.

Successful festivals and most other events cannot be run on a nine-to-five basis. They are projects that have a high input of creativity, innovation and decision making, and a 'one size fits all' events strategy simply will not work.

One of the aims of this strategy is to support this level of enthusiasm and creativity within the community, to enable events to launch, develop, grow and succeed.

By increasing the capacity of the region to hold events, and increasing the competency of the people to run events, it in turn drives more visitation, tourism and investment, delivering a consistent and continually increasing economic and socio-cultural value back to the community.

** Regional Development Australia (Mid North Coast) website 2015, and Statistical Overview 2013*
*** Economic benefit calculated by Destination NSW domestic overnight spend per visitor to the Coffs Harbour Region*

Putting it simply, the purpose of the *Draft Coffs Harbour 2020 Events Strategy* is to:

- Attract, grow and retain events in Coffs Harbour
- Generate economic, social and community benefits
- Provide expertise, frameworks and support for others to run successful events

why does Coffs Harbour need an events strategy?

The *draft Coffs Harbour Events Strategy 2020* reflects the needs of a diverse and growing regional city.

Coffs Harbour is highly valued as a place to live and a popular holiday destination, and continues to attract people seeking a lifestyle change or place to retire. The expected population for the Local Government Area is 100,000 by the year 2030*. The annual tourism visitation is estimated at approximately 1.6 million**.

Coffs Harbour is the major city within the Coffs Coast region and provides event visitors a traditional summer holiday destination with a mild sub-tropical climate, stunning beaches and a friendly atmosphere. Accommodation is plentiful with more than 72 hotel options and 20+ caravan park and camping grounds providing more than 5,000 beds***.

Coffs Harbour is known regionally for the diversity of the events it hosts. These range from the Coates Hire Rally Australia, the Touch Football World Cup, to the Multicultural Harmony Day Festival and an array of events and festivals of all shapes and sizes in between.

We like to be seen and considered as a vibrant, forward-thinking city dedicated to driving economic outcomes through year-round events. In 2015 Coffs Harbour won a globally-acclaimed **International Festivals and Events Association (IFEA) World Festival and Event City Award**, gaining recognition alongside major cities around the world. This strategy aims to cement that recognition and further grow our reputation as a premier event friendly regional city.

Competition for events has increased significantly, particularly as local government areas (LGAs) understand the importance and magnitude of the economic impact that the right events can provide the community. In addition, large scale event promoters are also aware of the value their events can bring to a region or city, and therefore demand large hosting fees.

While Coffs Harbour has a relatively healthy event calendar, there is a somewhat disjointed approach in attracting, running and collaborating on events between Council, business and community stakeholders, as well as promoting events to relevant audiences.

Having an events strategy provides clear direction on the events that Council should be seeking to support and attract, while identifying tools and measures to determine the level of support for the large variety of events presented to Council each year.

IFEA WORLD
FESTIVAL & EVENT CITY AWARD

* *Regional Development Australia (Mid North Coast) website 2015, and Statistical Overview 2013*
** *Draft Coffs Coast Strategic Tourism Plan 2020*
*** Coffs Coast Visitor Information Centre, 2015 Room and Bed Statistics

strategic planning approach

The strategic planning approach discussed in the 2009 ES remains largely valid today, and is reiterated below. With the recent implementation of the new City Prosperity Group structure, Council is now well placed to deliver on this approach:

Developing a successful event portfolio is a complex task and cannot be undertaken in a one - purpose strategy. In particular, a strategy that is imposed on the event community will not work. Successful regional events such as the Tamworth Country Music Festival, Tropfest, Sculpture by the Sea, all the way up to the Olympics, were started by enthusiasts. These events grew due to the unfailing passion of the organisers and their foresight to meet ever changing visitor expectations over time to create and deliver memorable event experiences.

One of the aims of this strategy is to support this enthusiasm to enable events to launch, develop, grow and succeed.

Successful festivals and most other events cannot be run on a nine-to-five basis. They are projects that have a high input of creativity, innovation, flexibility and decision making. Innovation is also essential to marketing and sponsorship. A seemingly simple community festival, such as the Curry Festival, is in fact, a complex recipe of decisions, goodwill and commitment to succeed. It cannot be captured by an imposed bureaucratic process. The *draft Coffs Harbour Events Strategy 2020* must support these events without diminishing the passion and creativity necessary for event success.

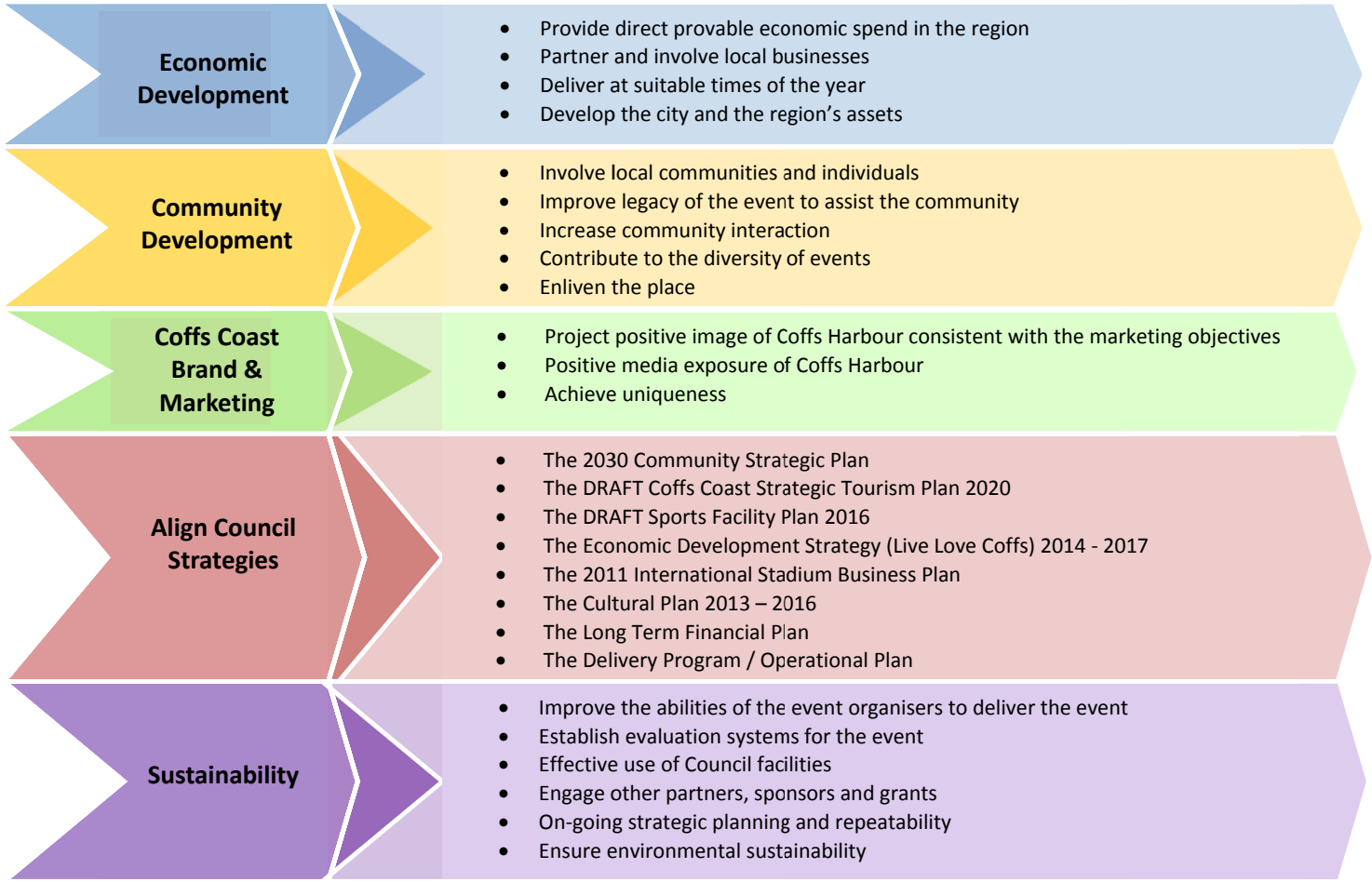
The conditions necessary for success in the implementation of an events strategy are:

1. **Council and Councillors' support.** The parts of Council that provide the supporting functions to events need to understand and appreciate the importance of events to the region. Events and an event program requires a 'chain' of support and if one link is broken then the event as a whole cannot be of benefit to the region.
2. **The Strategy must be incremental in approach.** There is no big solution. Events are complex involving a host of stakeholders. To expect any major change to occur is unrealistic. Small changes have been made and more are already underway and this strategy will guide Council through many more.
3. **The Strategy must include recommendations for ongoing training, for the event organisers and the staff at Council who are involved in events.** Competency must be raised at the same time as events are developed. This must be shared with other stakeholders through capacity building.
4. **The Strategy depends on the experience, skills and attitude of the Council's events staff.**
   Events are a specialised form of a project. They require project portfolio skills, risk and procurement management to create a viable program, as well as a great deal of 'people skills'. Council now have the right mix of practical event experience and knowledge of the industry with a passion for events and best practice.

By increasing the capacity of the region to hold events, increasing the competency of the people to run events, it in turn drives more visitation, tourism and investment, delivering a consistent and continually increasing economic and socio-cultural value back to the community

strategic focus & outcomes

To effectively develop a diverse event program that meets the needs of the people of Coffs Harbour and the objectives of Council, the following strategic focus and outcomes have been identified. Four of the five focus areas remain valid from the 2009 ES and have been modified to suit current market conditions, and a new focus area has been introduced; Align Council Strategies.



key directions

An effective events strategy must have clear direction and outcomes in order for it to be implemented successfully. Council has identified the following key directions that are reviewed in depth throughout this document, resulting in measurable strategic actions.

Event Development

1.0 Event Mix

Plan for a diverse mix of events, with appropriate spread throughout the year, and provide clarity around the hierarchy and strategic focus for event acquisition/attraction.

2.0 Event Infrastructure

Support the development, use and promotion of key infrastructure and facilities to ensure the Coffs Coast is the leading regional destination for event promoters.

3.0 Event Assessment Tools

Create a set of robust event assessment tools and criteria that give Council clear direction on strategic partnerships to pursue, and events to support (and equally not support).

Event Management

4.0 Event Governance & Leadership

Create an effective event governance structure that clearly outlines the various roles that Council can play, and the relevant committees, and partnerships in attracting, delivering and retaining events on the Coffs Coast.

5.0 Event Funding

Nurture the existing funding models, and identify new sources of funds to support the attraction or development of new events, and support existing events to grow and become financially sustainable.

6.0 Event Capacity Building

Create a framework and resource centre to build the capacity of individuals, businesses and communities to create, grow and deliver sustainable events.

7.0 Risk Management

Identify and plan for potential risks to both the event visitor/stakeholder and the event economy.

Event Marketing

8.0 Brand Positioning & Destination Marketing

Ensure Council and the Coffs Coast brands are used effectively to promote Coffs Harbour as an event friendly city and the premier host city for events in regional NSW.

9.0 Event Marketing

Identify marketing and promotional strategies and platforms that can be accessed by event promoters, including Council assets and third party partners.

10.0 Event Services

Develop efficient and cost effective tools and services that allow event promoters and event visitor's access to important information and services with an ease of use.

event development

1.0 Event Mix

Plan for a diverse mix of events, with appropriate spread throughout the year, and provide clarity around the hierarchy and strategic focus for event acquisition/attraction.

To effectively develop a diverse event program that meets the needs of the people of Coffs Harbour and the objectives of the Council, it is vital that Council aligns support of events that fit with its strategic directions.

While every event is important to each event promoter, Council needs to maintain an objective view on which events do, and potentially can, deliver specific outcomes and benefits back to the community, and adjust its level of support accordingly. A diverse mix of events in the region recognises that a greater number of outcomes can be delivered.

There is no such thing as a perfect Event Mix for the Coffs Harbour LGA. This mix will be a continually evolving and developing program that is fluid to meet the needs of an ever changing and growing community. Due to a complex matrix of measures, indicators and variables, Council has deliberately simplified the strategic direction of the Event Mix to fall within three simple considerations:

- **Timing:** Ensure events are spread as consistently as possible over a calendar year, minimising down time, and maximising low periods.
- **Event Types:** Ensure a consistent and healthy balance of major events (attracting high interstate and overnight visitation) right through to community events (that engage and involve community participation), and everything in between, occur every year.
- **Event Categories:** Strive for a strong cross section of events that appeal to broad and varied audiences.

The below table takes a more in-depth look at the three ingredients that make up the Event Mix:

1. Timing

Timing is a critical consideration for Council in determining events to attract and support on the Coffs Coast. Not only must each event proposition be assessed on its own merits, consideration needs to be given to community amenity and industry conditions.

For example, traditionally the downtime in events on the Coffs Coasts exists in April, May and June, and to a lesser extent December and January. From a tourism perspective, December and January is high season, therefore visitation to the area is already high, and accommodation availability low, so priority to attract events would not be December / January, versus the low season of April, May and June.

See Appendix 1 for the current 2016 calendar of event

2. Event Types

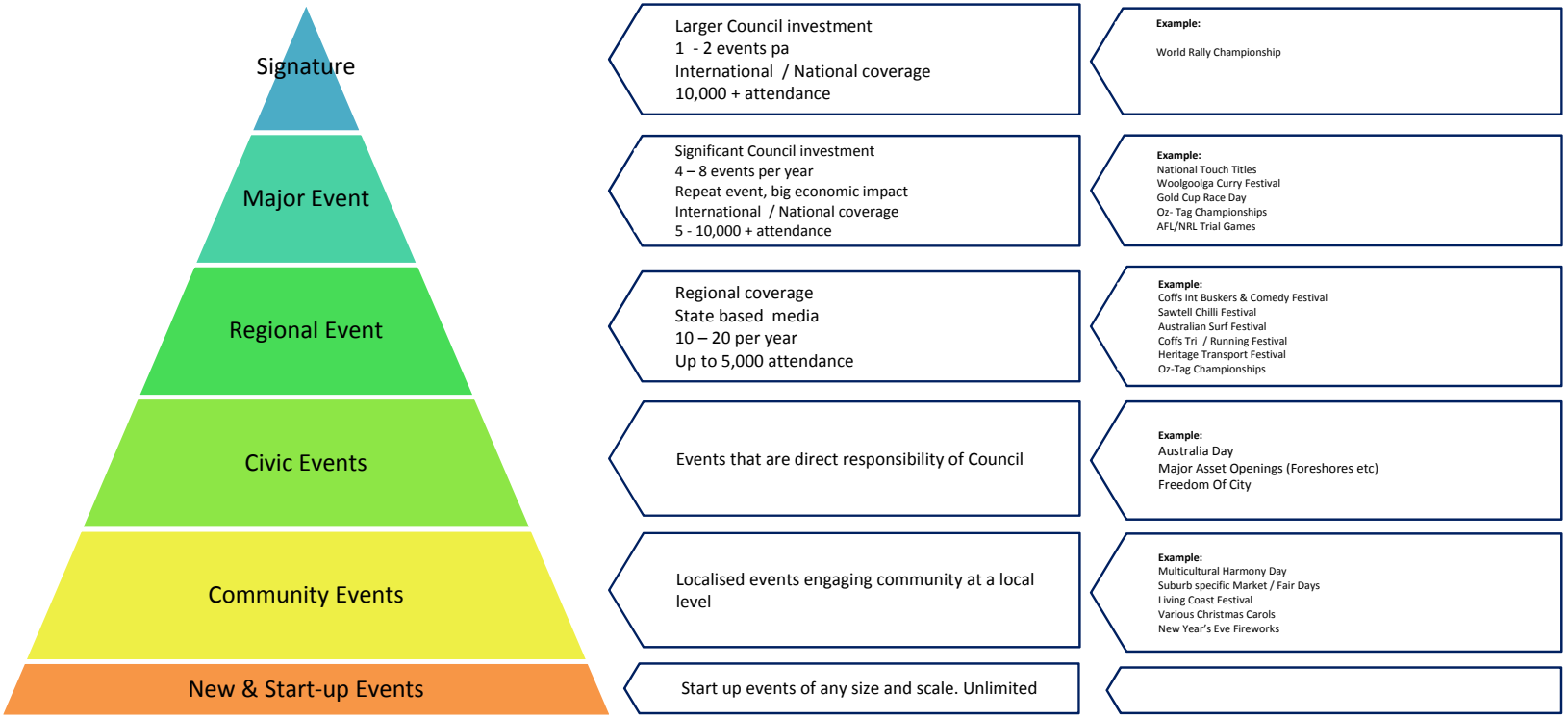
Creating Event Types will assist in identifying the size and scale of an event, regardless of whether it is a spectator event or participant event. Ultimately this creates a hierarchy of priority for Council support and focus.

It must be noted that some events may not fit directly into these definitions.

Signature Events	Signature Events become so identified with the character and culture of an area, the event name becomes synonymous with the place or region. They have the potential to attract high tourism levels from people outside the region including interstate and international visitors. Generally Signature Events will occur annually or biannually, and will attract significant media exposure.
Major Events	A major event is typically a repeat event that attracts or has the potential to attract, significant visitor numbers, media coverage and creates economic benefit. They can develop from community events as a result of their growth.
Regional Events	A regional event is an event that attracts or has potential to attract large to significant visitor numbers, drawing largely from the immediate area and from within the state. They have the potential to develop into major events over time.
Community or Local Events	A community event is directed at the local community with a local audience. It is staged for reasons of community participation and enjoyment. They can attract large and small audiences.
Civic Events	A Civic Event is a direct Council function, which involves guests of honour and invited guests. Generally local governments will deliver many of the same Civic Events such as Australia Day and Citizenship Ceremonies, as well as unique civic functions.
New & start–up Events	New and Start-Up events can be of any size and scale, whereby Council can determine anticipated benefits and provide relevant level of resource, expertise and potentially funding.

In utilising these Event Types, an Event Pyramid is a helpful tool to provide strategic direction on the volume and different types of events that Council wants to attract and retain.

The below diagram illustrates both how this is applied, and an example of how some of the current Coffs Harbour events would be represented.



3. Event Categories

There are an infinite number of events and event categories that exist in Australia, however in ensuring that Coffs Harbour continues to thrive around its core values, 4 key event categories have been identified to provide a structure and framework around the type of events that Council wishes to attract, retain and support.

Sport	There is no doubting that Coffs Harbour is an active community. With the geographical diversity of mountains to the sea, the ideal climate, and the range of infrastructure that the Coffs Coast provides, outdoor pursuits and sports are highly attractive for both residents and visiting events. Due to assets like the C.ex Coffs International Stadium and the Coffs Coast Sport & Leisure Parks Precinct, Coffs Harbour is able to host major sport events that other regional areas cannot cater for. This is a category in which Coffs Harbour is strong and proud of, and will continue to maintain and grow.
Culture Music and Arts	The Coffs Coast is proud of and enjoys its cultural diversity. From major multicultural events, festivals, local markets and music, it is supported by libraries, the Jetty Theatre, Botanic Gardens, Regional Museum, Regional Galleries, the Conservatorium of Music as well as a range of open spaces and unique boutique venues. Whilst there are pockets of activity in these areas throughout the Coffs Coast, there is also great opportunity for future growth in this event space.
Business Learning and Knowledge	Between the Coffs Harbour Education Campus consisting of Southern Cross University, North Coast TAFE and Coffs Harbour Senior College, plus Bishop Druitt College as well as professional conference facilities of Opal Cove Resort and Pacific Bay Resort, there is a natural alignment to encourage learning and business events on the Coffs Coast.
Lifestyle, Wellbeing and Entertainment	Coffs Harbour is highly valued as a place to live and a popular holiday destination, and continues to attract people seeking a lifestyle change or place to retire. Events that enhance this lifestyle experience and contribute to the values of being a great place to live are highly desirable.

Sporting Events:

From a sports perspective, to date Council has formed important strategic partnerships with national and state based bodies of Cricket, AFL, and the FFA. These partnerships have been sought and nurtured due to each Sport Bodies commitment to increase their regional focus (and therefore continual support of our region generally and investment in our community and amenities).

In addition, many of the major events currently supported by Council are high volume participation events – such as national and state OzTag and Touch Football tournaments. These events bring a high volume of players to the region for extended periods. Junior sporting events generally deliver 2.5 - 3 times the economic value and benefit to the region when compared to senior competition, due to accompanying family members. This strategic direction and focus on junior participant events will continue.

Signature Events:

As identified in the event pyramid on page 12, there is scope for more events to be added to the Coffs Coast event portfolio. The WRC Coates Hire Rally Australia currently sits in the Signature Event category due to the size and scale of the event, its international exposure, and the value it delivers to the Coffs Coast region.

Coffs Harbour has many amazing, natural, and infrastructural assets that could be used to assist in the development of the Signature Event category. Whilst the opportunity to create an event is exciting and can tie in with other existing Council strategies (such as Industry and Destination Development strategies of supporting agri food industries, of which a signature event could be created around), the challenge in this space is that any new events of this calibre need to be unique and not a 'me too' event that is already existing in another region.

Of course if an event of mass appeal and interest was presented to Coffs Harbour and did not fall within the above categories, this does not mean it would be disregarded. Any event outside these categories would be assessed on its individual merit in line with the Event Selection Criteria, see page 21.

Strategic Actions		Timing
S1.1	Adopt the Event Mix and use it consistently in evaluating Councils level of support	Ongoing
S1.2	Continue to prioritise the support and attraction for high volume participant sport events	Ongoing
S1.3	Investigate future major event generation / attraction for the Coffs Coast	Ongoing
S1.4	Deliver new events in either the Signature Event and or Major / Regional events range	Ongoing
S1.5	Prioritise support for new events and event generation in the low season	Ongoing

2.0 Event Infrastructure

Support the development, use and promotion of key infrastructure and facilities to ensure the Coffs Coast is the leading regional destination for event promoters.

Event Precincts

To assist in attracting new events and festivals to the Coffs Coast, further thought must be given to the diversity of event locations and precincts available to event promoters. In addition, there is a need for some clarity around the capacity, rules, regulations and limits to events that can be held at various venues/locations.

Council own and operate a number of assets that are designed and suitable for event delivery and activation, as well as non-traditional event venues/locations that could be better utilised for event activation.

There are also a number of exciting projects in Coffs Harbour that have been scoped with funding identified, and scheduled for development in 2016, such as the **Jetty Foreshores** project that incorporates a whole new event activation space, **The Stadium and Coffs Coast Sport and Leisure Park transport hub**, as well and **CBD master plan upgrade** which also features a revitalised events space in **City Square**.

CHCC has also recently allocated funds for the development of the Cultural Strategic Plan 2017 – 2020 and **Performing Arts Centre** Feasibility and Cost Benefit Assessment to determine the potential strategic impacts and benefits of a new Performing Arts Centre for the region. Detailed research and concept planning are also underway for the proposed expansion of the Harry Bailey Memorial Library and the Coffs Harbour Regional Gallery. Both feasibility projects are due for competition in mid 2016 which will greatly enhance arts and culture experiences in Coffs Harbour.*

* The DRAFT Coffs Coast Strategic Tourism Plan 2020

The table below outlines key Council venues / locations suitable for event use.

It should be noted that there are a number of additional third party owned venues and locations that are also ideal for events.

Event Type	Locations
Large scale sport events	C.ex Coffs International Stadium Coffs Coast Sport and Leisure Park Precinct 20+ sport fields throughout greater Coffs Harbour Sportz Central Indoor Stadium
Mid - Large scale Outdoor or Indoor music / arts festival / concerts	C.ex Coffs International Stadium Coffs Coast Sport and Leisure Park Precinct Jetty Foreshores The Jetty Memorial Theatre Botanical Gardens City Square Cavanbah Hall Brelsford Park

2.1 C.ex Coffs International Stadium

The C.ex Coffs International Stadium (and the Coffs Coast Sport & Leisure Precinct) provides Coffs Harbour with a versatile, multi-functional sports and entertainment event space making it an appealing choice for major regional sporting events in NSW.

It has the capacity to hold 15,000 spectators, with a 936 seat grandstand. In 2011 a two million dollar upgrade to the stadium lighting was conducted, providing 1,500 LUX lighting, enabling the venue to host international and national standard televised matches of a professional nature, a feature which makes Coffs Harbour unique from other regional LGA's and venues.

The C.ex Coffs International Stadium is now considered one of Australia's leading regional sporting venues and is widely regarded as having one of the premier playing surfaces in the country. It has been the asset that has allowed Council to deliver many major sporting events such as Rugby League, AFL and FFA trial matches, first class cricket, as well as other major events like WRC Coates Hire Rally Australia, three major Oz-Tag competitions annually and National Touch League, to name only a few.

Being a multi-purpose sport and event precinct, there is high demand for use, and users range from local level sports, through to elite level large scale competitions and events.

Priority and Hierarchy

While the Event Mix and Pyramid identified on Page 12 provide an over-arching strategic direction for Council support of events, the below prioritisation has been identified in the DRAFT Sports Facility Plan 2016, for use within this precinct.

For example if there are conflicts in availability for hirers, priority will be given in the following order:

1. International
2. National
3. State
4. Regional
5. Local
    - 5.1 Local Seasonal Bookings
    - 5.2 Local Casual Bookings
6. Community

Key Infrastructure Projects:

Transport: In 2016 Stadium Drive will be upgraded, through the National Stronger Regions Funding, to include a new transport hub for event days featuring a formal bus stop, taxi drop off, curb, guttering and footpaths linking the road to the front gates.

Centre Of Excellence: The 2015 Centre Of Excellence Feasibility Study (adopted by Council on November 26, 2015) has identified the scope and opportunity to create a Sports Village located at the C.ex Coffs International Stadium, which would provide shared work and meeting spaces for local sport

organisations, as well as increased amenities that could be utilised on event days. To date this sits as a recommendation to explore, however Cricket NSW have developed plans that would be suitable to see this concept come to life (subject to funding).

Grandstand Upgrade: There is also a proposal (November 2011 - Council International Stadium Business Plan, and ISFM Strategy Masterplan) to increase the number of fixed grandstand seats (from 936 to become 3,120 undercover grandstand seats with the development of two new seating areas to the north and south of the current seating section), and improve the provision and quality of spectator and team amenities. The 2015 Centre Of Excellence Feasibility Study further supports this proposal. A Business Plan on the Grandstand Upgrade will be developed in 2016.

All above infrastructure and priorities are in line with the goals and strategic directions identified in the DRAFT Sports Facility Plan 2016.

Combining the existing television broadcast standard lighting, the upgrade of transport infrastructure planned for 2016, and the proposed upgraded Stadium facilities, this would help deliver Council and the broader Coffs Harbour region an improved and more valued community asset, and helps strengthen our competitive position from neighbouring LGA's.

This competitive advantage also allows Council to aim for the highest possible level of event. It is in our interest to focus on actual sport / event fixtures where possible (opposed to trial games), because unlike other LGA venues, Coffs Harbour have the facilities to cater to it, and the visitor appeal is much higher.

2.2 The Jetty Foreshores (Jetty4Shores)

In 2013 Council endorsed a concept plan for the Jetty4Shores project in 6 stages. Stage 1, the Jetty Walkway, linking the Jetty Strip shops to the timber Jetty structure, was completed in 2015. In 2016, work will commence on stages 2-4 which will see the Active Recreation and Market Hub. This project includes landscape improvements, parking, and improved access within the reserve and to the beach, new event activation areas, and upgrades to allow for night-time activation. These works will be completed by 2018.

Future works identified in the Jetty4Shores project include Stage 5 – Jetty Pier Precinct, with upgrades including community spaces and possible restaurant / eateries; and Stage 6 – Boardwalk south of the Jetty Pier. However these two stages are not yet funded.

Once works are complete in this precinct, community and residents will expect to see new activities and events brought to the Jetty Foreshore area, as justification for the investment from Council in developing this area.

2.3 The Botanical Gardens

The Botanical Gardens is a truly beautiful space that can be better utilised for event activation. Currently a number of commercial, community, cultural and civic events are held in the Botanical Gardens. As a drawcard it provides peaceful and exclusive surrounds, along with ample parking. On the downside the wet weather contingencies, toilet and catering options in this space are limited. It is recognised that the Botanical Gardens primary purpose is not for event hosting, however it has great potential to be better utilised as an event asset of Council. Strategic Planning around the Botanical Garden is currently underway.

2.4 The Jetty Memorial Theatre

The Jetty Memorial Theatre serves as an important arts hub and performance venue for the Coffs Coast region. Users can enjoy the special atmosphere of this unique, historical venue which can be configured to host a wide variety of events, meetings and seminars from small intimate groups up to 250 guests.

Set in the picturesque and historic Jetty precinct which boasts a great variety of contemporary cafes & restaurants , the theatre offers state of the art audio visual facilities, intimate auditorium with excellent acoustics, cosy bar with a spacious deck, full wheelchair accessibility and loop system for the hearing impaired.

2.5 Other Council cultural venues

Coffs Harbour Regional Gallery: From staging community launches to concert recitals, the Coffs Harbour Regional Gallery continues to host a variety of arts events and business gatherings. With a versatile 200 square metres of available floor space, the gallery is an ideal venue for small events. Intimate and sophisticated with an ever-changing collection of visual art on display, the facility also includes movable internal walls to better define the space, variable lighting grids for setting the right mood, a built-in PA with Bose music playback, digital projection, a concert grand piano, a welcoming front desk, a kitchen for serving gourmet meals to buffet style refreshments, and a license to serve alcohol.

Coffs Harbour Regional Museum: Moved to its new home in August, 2014. The building was the first Police Station and Courthouse in Coffs Harbour and dates from 1907. The museum has various exhibitions throughout the building, including a space dedicated to changing exhibitions. Staff and volunteers work hard to use the space for school visits and also focus on Aged Care Facilities. Among some of the recent innovations is the introduction of Museum in a Box that can be tailored to specific aspects as requested.

The new Museum is a fantastic Council asset and will prove to be a very popular visit for locals and tourists, however is limited by space issues and this does affect versatility as an events venue.

Coffs Harbour Regional Library: With branches located in Coffs Harbour, Toormina, and Woolgoolga the Library provides access to a wide range of physical and digital resources. Each branch provides free wifi access as well as computers for public use. A number of regular events are hosted throughout the year, including children's storytime, targeted information sessions, and visiting author talks.

Event space is limited at each location. Woolgoolga Library has a small meeting room which is regularly used by local groups such as U3A. Coffs Harbour Library is capable of hosting events with up to a maximum of 100 participants.

2.6 Other infrastructure

Council own, operate or manage a range of other infrastructure that plays an important role in the delivery of events. Coffs Harbour Regional Airport and the Coffs Coast Holiday Parks are just two examples of other infrastructure that assist the delivery of events, or deliver visitors to events. Open communication, transparency and aligned strategic goals must be shared by and with the City Prosperity Group across the varied Council infrastructure to ensure continuous growth and opportunities for improvement are identified.

It must be noted that in addition to Council assets there are numerous third party owned or operated venues and locations, including nature based areas, suitable for event activation.

Strategic Actions		Timing
S2.1	Create a Coffs Coast Event Precinct map and guide (including Council assets and third party operators)	2016
S2.2	Incorporate the hierarchy of international/national/state/regional/local & seasonal/local v casual local bookings to prioritise bookings at Stadium and CCSLP, and amend booking forms and agreements to reflect this hierarchy	2016
S2.3	C.ex Coffs International Stadium to target highest level of sporting code possible utilising existing and future facilities i.e. broadcast lights	Ongoing
S2.4	Continue to seek funding for further infrastructure upgrades, for example: C.ex Coffs International Stadium - grandstand extensions; CCSLP Masterplan - develop new fields, additional spectator facilities eg access and parking; Jetty Foreshores; Cultural event facilities	Ongoing
S2.5	Develop an internal event working group with other Council departments, to increase efficiencies and create more versatile event spaces	Ongoing

3.0 Event Assessment Tools

Create a set of robust event assessment tools and criteria that give Council clear direction on strategic partnerships to pursue, and events to support (and equally not support).

As listed on page 7, Council have identified strategic focus and outcome areas. The Event Mix as detailed on page 9 outlines the key elements in driving a well-balanced calendar of events. To ensure these strategic directions are effectively implemented, an evaluation system (using a Low / Medium / Strong weighting) will be applied to each of the focus areas ensuring a consistent methodology is applied in assessing event attractiveness. It must also be noted that Council plays a different role in how it assesses the value of events and partnerships compared to how some third party operators may. For example Council's goal is not always to reach capacity of a venue as such; rather it takes a more holistic view and must assess the value the audience can bring to the broader community, not just the immediate facility. Furthermore Council will strategically attract events that other LGA's cannot host due to Coffs Harbour's more superior facilities - broadcast quality lighting at the Stadium for example.

Economic Development	Community Development	Coffs Coast Brand & Marketing	Align Council strategies	Sustainability
Direct Provable Economic Spend	Legacy of the event to assist the community	Project positive image of Coffs Harbour consistent with the Marketing objectives	The 2030 Community Strategic Plan	Abilities of the event organisers to deliver the event
Partnering or involving local business	Involving local communities & individuals	Positive media exposure of Coffs Harbour	The DRAFT Coffs Coast Strategic Tourism Plan 2020	Evaluation system for the event
Suitable time of year	Increasing community interaction	Uniqueness	The DRAFT 5 year review 2010 Sports Facility Plan	Use of Council facilities
Develop the city and regions assets	Contributing to the diversity of events		The Economic Development Strategy (Live Love Coffs)	Other partners, sponsors and grants
	Enlivening the place		The International Stadium Business Plan	Strategic planning and repeatability
			The Cultural Plan 2013 – 2016	Environmental Sustainability
			The Long Term Financial Plan	
			The Delivery Program / Operational Plan	

Strategic Actions		Timing
S3.1	Adopt event assessment criteria to evaluate all event submissions	2016
S3.2	Progressively implement a cost / benefit analysis of all events to optimise full assessment and development of the event portfolio	Ongoing

Event management

4.0 Event Governance and Leadership

Create an effective event governance structure that clearly outlines the various roles that Council can play, and the relevant committees, and partnerships in attracting, delivering and retaining events on the Coffs Coast.

Roles of Council

Council has typically played many roles in supporting and hosting many different events, often without strategic consideration. There is no desire by Council to take over, acquire and control all events on the Coffs Coast. Rather, Council aims to provide a dependable, accessible resource and information base that event promoters can use, if and when required, for all types and size of events. Council also recognise we cannot be all things to all events. Being clear in the role Council will (or will not) play ensures stakeholders understand where we are able to most add value.

Council's roles can be defined as follows:

Owner	Council's primary function is not to own events, but rather to help build the capacity of other stakeholders to run successful events in our region. In some instances Council owns / operates venues or precincts (see Venue Management role below) that create or own events. In other instances Council may nurture an event in its infancy, however after 3 – 5 years, should consider transferring management and operation to a suitable partner. For example; the International Buskers & Comedy Festival is currently owned by Council. Now a mature event, it may deliver stronger strategic benefits back to Council or the community, and be able to be more financially sustainable under an external management model. In select circumstances, Council may choose to retain ownership of events that are commercially beneficial for Council, or for strategic reasons. However, the management and running of the event should be divested in an open and transparent way to the event market (Council may choose to continue to have one or more other roles despite relinquishing ownership where there is benefit in doing so). For example; the Local Government IT Conference delivers Council a significant commercial return and ensures Council's IT practices are at the leading edge for Local Government. In this

	instance, Council should retain ownership of the Local Government IT Conference, however outsource the day to day coordination of the event.
Facilitator	Council will always assist event promoters in accessing and acquiring the relevant information to seek approvals, permits and licenses for the coordination of events. We are an event friendly city and will work proactively across all of the organisation to facilitate the effective delivery of events that support our region.
Sponsor	Council may invest in the creation or acquisition of new events, or support existing events, which fit within strategic goals. Investment may be in the way of financial contribution or value-in kind.
Supporter	Council may provide support and resources to actively plan, promote, market and facilitate events that bring value to the community of Coffs Harbour.
Venue Manager	Council owns / operates a number of event venues or precincts, such as the Jetty Foreshores, C.ex Coffs International Stadium, Coffs Harbour Regional Botanical Gardens, Jetty Memorial Theatre, Coffs Harbour Regional Gallery, along with a variety of open spaces. These venues will often create or 'own' their own events, and this should continue. Their processes and approach to events should however be aligned to the *Draft Coffs Harbour Events Strategy 2020.*

Relationships

Council has developed and nurtured strong working relationships with various stakeholders at a local, state and national level. These relationships continue to be important in retaining and attracting more events to Coffs Harbour.

The term stakeholder is broad and is open to interpretation, however in attracting and delivering events, our main stakeholders can be defined as follows:

Strategic Partnerships: these are long term partnerships that share mutual interest and goals. They are not short term one off engagements. Partnerships exist with the business community, the Chambers of Commerce, key tourism stakeholders and operators, event owners, national and state sport bodies and teams, entertainment entrepreneurs, and other significant event partners.

Suppliers and Partners: are instrumental in providing services to attract, deliver and retain events on the Coffs Coast. Suppliers and partners range from the airport to accommodation providers, restaurant/hospitality industry, event service providers, visitor services, retailers, waste management, marketing/promotions and media partners.

Government: State (notably Destination NSW), and Federal government departments and authorities play a role in not only event (and destination) development and marketing, but also event related infrastructure development.

Council: various departments play an important role in the event life cycle.

Committees: range in size, strength and focus, however all play an important role in the representation of different segments of the event community that need a voice and engagement with Council.

Community: being our ultimate stakeholder - all the activity, investment and energy put into events within Coffs Harbour are approached with community values, benefits and outcomes in mind.

Strategic Actions		**Timing**
S4.1	Continue to review ownership / management of events as required	ongoing
S4.1.1	Divest ownership / management the Coffs Harbour International Buskers and Comedy Festival	2016
S4.1.2	Retain ownership and divest management of LGIT Conference	2016
S4.2	Develop CRM tools to assist with the management of stakeholders relationships	2016 / 2017
S4.3	Continue to foster key strategic partnerships with relevant government agencies and event owners	Ongoing
S4.4	Review relevant committee structures within Council and implement most appropriate committee format to guide Council's role in events	2016 / 2017

5.0 Event Funding

Nurture the existing funding models, and identify new sources of funds to support the attraction or development of new events, and support existing events to grow and become financially sustainable.

In a highly competitive market, event promoters are increasingly aware of the economic benefit an event can bring to a region and therefore hosting fees, or substantial investment in infrastructure is often required to stage events.

It is imperative that Council has funding sources clearly identified, and the frameworks in place so it is prepared to seize opportunity as it is presented, and can invest and support events (following suitable evaluation) with speed and confidence without drawn out approvals or wide deliberation.

This strategy proposes that the assessment criteria listed on page 21 be utilised to allocate funding for events, from a variety of sources

Current Council funding includes:

Major Events Funding - an allocation within City Prosperity. For events with:

- A significant economic impact of at least $500,000
- Generally large spectator events or participant (often sporting) events
- Align with signature or major events identified on page 12
- These events may be co-funded by third party
- Often contracted years in advance and for multiple years
- Unspent funds are recommended for annual revote, due to the nature of these events, the advance booking cycle and multi year partnerships.

Event Seed Funding - This has been established to support new start-up events in what is considered to be the most critical stage of their development, and has the primary aim of stimulating business activity via events in the region.

- New events – or new to Coffs Harbour (in their first three years) that align with strategic goals for events for the LGA
- Allocation of $1,000- $10,000 per year, up to three years

- Funding is generally provided on a sliding scale (decreasing each year) to encourage the event to become financially sustainable
- These events can be co-funded by third parties
- Often contracted at least 12 months ahead of first event
- Unspent funds are recommended for annual revote, as part of the SRV.

Proposed event grant allocation – reallocated from within City Prosperity funding, this funding round will be allocated twice yearly and aims to fill the historical funding gap between **Event Seed Funding** and **Major Events**. It is possible the Council funds may be bolstered by other sponsorship funds.

- The 'medium' events that are neither start ups or major events
- Biannual application process
- Small grants to help grow existing events or re-energise mature events that align with strategic goals for events for the LGA

Other Council funding areas: other areas of Council also fund events either directly, as venue/infrastructure managers, as sponsors, or as charitable donations. It is recommended that any support from the above areas will also use the Event Assessment Criteria on page 21 for consistency. It is recommended that in the first instance Council only funds any one event from a single budget source to avoid double dipping.

Note – outside of financial sponsorship support that Council provides, Council can also provide sponsorship support in the way of marketing and other expertise. However, 'contra' sponsorship (receipt/provision) is not recommended.

Other funding sources

Events can attract funding and support from external sources, such as the business community and governments (i.e. Destination NSW Flagship Funding). Council is able to access funding from these areas upon successful application, or can assist in connecting event promoters with external organisations for funding opportunities.

Strategic Actions		Timing
S5.1	Implement clear reporting metrics on the return on investment of all event funding provided	annual
S5.2	Clearly promote all funding opportunities to event stakeholders, including accessible application forms and criteria	2016/2017
S5.3	Investigate other non-financial ways Council can support events	2016/2017
S5.4	Adopt a strategic approach to develop successful submissions to state and national government grant opportunities	2016/2017

6.0 Event Capacity Building

Create a framework and resource centre to build the capacity of individuals, businesses and communities to create, grow and deliver sustainable events.

To assist Council build the capacity of individuals, businesses and communities to create, grow and deliver sustainable events, a series of activities, tools, resources and new initiatives will be introduced to ensure Coffs Harbour stays at the forefront of being an 'Event Friendly City' and builds the region as a premier event city.

Council has a wealth of event information, experience and expertise, plus local knowledge that needs to be shared and accessible for event promoters. Notwithstanding this, Council are also largely responsible for the majority of permits, licenses and approvals required by event promoters to get their events up and running.

The concept of on a one stop event shop (OSES) is not new, and was previously identified in the 2009 ES, however the timing is now right to expand on this concept and deliver in its full capacity.

The OSES concept does not need to exist in the physical meaning of the term, however Council and in particular the Stadium and Major Events team, must be regarded as the 'go-to' for anything event related, and as such have the necessary tools, resources, frameworks, and support available for any event scenario.

From an online perspective there are some relatively simple things that can be introduced to achieve these goals:

- Review Council website for practicality, relevance and ease of use for event promoters.
- Review Coffs Coast .com.au as the primary events based platform for people to access information about events (both consumer and trade).
- Introduce a functional calendar of events (that links to the 101 Things To Do on Coffs Coast APP) – See Event Services on page 34.
- Create an online helpdesk that navigates event promoters through Council applications and approvals.
- Create a series of toolkits and guides to assist event promoters in delivering best practice for event management (including commercial sustainability, environmental sustainability, risk management, compliance, logistical and marketing support, etc)

Many of the above tools and resources that will be accessible online, can also be produced into handy brochures or books and used in conjunction with training days (see below) and meetings with prospective event promoters.

Training and Up-skilling (external / internal)

From 2016, Council's Stadium and Major Events section is responsible for a broader range of events across Coffs Harbour and Council, and can now effectively review, and develop standard operating procedures and models for all types of events.

This will ensure that Council staff will be trained across a wide variety of events, as well as ensuring consistency in event coordination and delivery. It will also result in satisfied staff who have diversity of work, and Council has mitigated risk of knowledge loss from the organisation due to individuals working in silos.

External: Council is committed to increasing the education and exposure around events by introducing a series of Event Training Days. A relevant audience will be identified and targeted, and these specialised workshops created by Council will engage numerous experts within their respective fields (both internal and external), and will provide valuable tools, resources and guidance for new and experienced event promoters.

Sessions will focus on for example: Commercially Sustainable Events, Planning Your Event, or Promoting Your Event.

Internal: Whilst there is a program identified to help build the capacity of stakeholders to run better events, there is also a need to ensure we are building capacity of Council staff, to ensure that best practice is achieved and is consistent across the organisation.

Strategic Actions		**Timing**
S6.1	Prepare an implementation plan for the One Stop Event Shop (OSES)	2016
S6.2	Create toolkits and frameworks, for distribution (internal and external) on event management best practice	2016 / 2017
S6.3	Implement dedicated event training days	Biannual
S6.4	Identify Council Standard Operating Procedures for all event related activities	2016 / 2017

7.0 Risk Management

Identify and plan for potential risks to both the event visitor/stakeholder and the event economy.

Discussions on risks to the visitor economy were identified in the *draft Coffs Coast Strategic Tourism Plan 2020* and have been reproduced and amended here for the events context.

A logical and strategic approach to risk and crisis management can reduce the impacts and losses associated with any adverse event and can provide a framework from which both businesses and destinations can apply risk management strategies for prevention, preparedness, response and recovery. Best practice destinations work with relevant agencies and stakeholders to prepare a risk management strategy for any unexpected crises or risk that may affect business viability, community and visitor wellbeing, and the environment.

This includes developing emergency management plans for infrastructure sites in town centres and key event visitor sites, incorporating crisis and risk management plans for events into relevant local government plans, encouraging event businesses to develop risk management strategies for their own operations, and developing and implementing tactical marketing campaigns to respond immediately to crisis situations. The aim is to build community resilience to maintain a normal level of service in the face of periodic or unpredictable external shocks or system failures.

Examples of environmental issues relevant to the Coffs Coast visitor economy are also very relevant for events, and include risks of drought, bushfire and flood. Variations in economic conditions may also impact visitation to the region, including fluctuating fuel prices and currency values that can cause changes in domestic and/or international travel. Terrorism, transport failures or pull-out of airline carriers, drop in accommodation stock availability or inability to keep up with growing event demand, key infrastructure issues (e.g. loss of Stadium playing surface), and loss of community support for events also present significant risks to event sustainability.

Strategic Actions		Timing
S7.1	Develop a five-year Coffs Harbour Event Economy Risk Management plan that identifies and plans for potential risks related to the Coffs Coast event economy to 2020	2016 / 2017
S7.2	Develop robust risk management procedures and processes for all events run by council	2016
S4.3	Support event operators to develop risk management plans for their own businesses (see capacity building)	2016

event marketing

8.0 Brand Positioning & Destination Marketing

Ensure Council and the Coffs Coast brands are used effectively to promote Coffs Harbour as an event friendly city and the premier host city for events in regional NSW.

The DRAFT Coffs Coast Strategic Tourism Plan 2020 notes the following, which is also very relevant for events:

" A brand is the set of expectations, memories, stories and relationships that, taken together, account for a consumer's decision to choose one product or service over another. An effective brand is at the heart of a successful visitor destination. It should drive the marketing strategies at every consumer touch point and inform both current and future product and experience development. Tourism brands require periodic monitoring to ensure that they are aligned to core markets and contemporary consumer trends; provide a genuinely competitive edge based on the region's unique qualities; deliver a strong and consistent message across all platforms, and engage those who must champion the brand promise as part of their regular business and community activities.

Put simply, the best tourism brands are built on a genuine sense of place and a focus on those qualities that make that place special and different. Many visitor destinations fail to reach their desired potential because their brand positioning is too generic, particularly in such a dynamic and competitive environment. The Coffs Coast for example, has superb beaches, parks, forests and reserves and a range of family activities but these attributes are not particular to the region, and many other destinations could make similar claims. The challenge is in clearly articulating the region's real point of difference."

A Coffs Coast brand review, including events, will be undertaken in 2016 in line with the *DRAFT Coffs Coast Strategic Tourism Plan 2020* marketing and brand reviews.

In addition one of the fundamental goals for both the *Draft Coffs Harbour Events Strategy 2020* and the *DRAFT Coffs Coast Strategic Tourism Plan 2020*, is to define strategies that drive visitation to Coffs Harbour.

Whether it be creating or acquiring, growing and / or retaining events on the Coffs Coast, marketing and promotional support plays a very important role around this.

Council hold strong relationships with key stakeholders that allow Coffs Harbour to retain a number of major events. However to assist in positioning Coffs Harbour as a premier event destination, Council need to become proactive and strategic in this competitive events space, and once specific opportunities are identified, need to actively seek them out.

Whilst Coffs Harbour currently has some great success stories around the volume of people attending Coffs Harbour for certain events, Coffs Harbour can build on this success by introducing an integrated marketing program framed around key events.

In early 2016 a Business Development Coordinator (BDC) will join Council's City Prosperity Team, working across both the Stadium and Major Events and the Industry and Destination Development sections. Via this united approach, event acquisition will form part of the destination development strategies, and to assist the BDC, a number of promotional tools, resources and opportunities will be identified.

In addition to broad based marketing and promotion campaigns and tools being created to sell Coffs Harbour to event promoters, specific and targeted campaigns can be created and aligned to attract high level Signature Events and selected Major / Community Events.

Strategic Actions		**Timing**
S8.1	Following the Coffs Coast brand review, document and refresh event brand guidelines to ensure consistent use and application across all mediums, Council events and where Council is a partner/sponsor	2016 / 2017
S8.2	Identify tools, resources and collateral to successfully pitch for new events	2016 / 2017
S8.3	Identify event marketing funds to assist in active promotion of visitation to Coffs Harbour in line with strategies identified in the *DRAFT Coffs Coast Strategic Tourism Plan 2020*	Ongoing
S8.4	Develop specific marketing programs around attracting new events (in high level Signature Events and selected Major / Community Events.	2016 / 2017

9.0 Event Marketing

Identify marketing and promotional strategies and platforms that can be accessed by event promoters, including Council assets and third party partners.

Marketing and promotions are an important aspect of driving participation and interest in events. Council has an invested interest in ensuring all events on the Coffs Coast are run successfully, for the benefits back to the community.

To make marketing and promotional opportunities, tools and resources accessible for event promoters, some energy needs to be invested to identify exactly what resources exist, gather important statistics, and understand the value / cost around activating and engaging the various media and promotional activities.

Once all promotional opportunities are identified (paid and free / Council and third party), a marketing plan and toolkit for event promoters can be created and published.

In addition to developing a marketing plan and kit for event promoters, Council needs to invest some time into its current online assets to ensure they are event friendly, and more importantly, user friendly.

A coordinated approach will ensure that all event organisers, whether local or national, can access local media opportunities with ease.

It is must also be noted that the Coffs Coast community play an important role in delivering the visitor experience. Every café, restaurant, petrol station or supermarket that an event visitor enters, shapes their perception and experience of Coffs Harbour. The broader community must recognise the positive benefits that events can bring to a region and embrace the support of events.

Strategic Actions		Timing
S9.1	Create a menu of advertising, promotional and media opportunities available to event promoters via Council platforms or third party providers	2016 / 2017
S9.2	Create a promotional partner program, where event promoters receive benefits on advertising and promotional activities through the partner program	2016 / 2017

S9.3	Create a marketing tool kit	2016 / 2017
S9.4	Review and refresh Council websites relating to events	2016
S9.5	Identify stronger partnerships and collaboration with industry partners (Destination NSW) for joint marketing and promotional campaigns	2016 / ongoing
S9.6	Encourage broader industry stakeholders (e.g. accommodation, tour operators) to support Coffs Coast events and festivals through their own marketing initiatives	2016 / ongoing
S9.7	Encourage 'whole of community' support for Coffs Coast events and festivals through visitor-friendly initiatives (e.g. appropriate opening hours and availability of amenities and services)	2016 / ongoing

10.0 Event Service

Develop efficient and cost effective tools and services that allow event promoters and event visitor's access to important information and services with an ease of use.

Coffs Harbour has already been identified as an Event Friendly City, in winning the globally-acclaimed International Festivals and Events Association (IFEA) World Festival and Event City Award in 2015. The *draft Coffs Harbour Events Strategy 2020* aims to cement this positioning in the market place, and Council understands that to maintain this, a CAN-DO attitude to event management across all of Council is required.

A frustration that many event promoters experience is the amount of red tape involved with event management, particularly when dealing with Local Government. Council's City Prosperity Group has assumed the position of being considered a business partner with event promoters, and aims to reduce frustrations in guidance and compliance.

In addition to the attitude and behaviour described above that has been embraced by Council, and the resources identified in Capacity Building on Page 27, some additional resources that will assist event promoters in accessing important information are online tools such as websites, calendar of events, APP's and contact lists for key event partners on the Coffs Coast.

Strategic Actions		**Timing**
S10.1	Ensure Council remain committed to a CAN DO attitude, and partner with event promoters to deliver best experience	Ongoing
S10.2	Create a functional calendar of events, that is suitable for all users (event owners, local business, community, visitors to Coffs Harbour) and is holistic (not just COUNCIL events)	2016 / ongoing
S10.3	Ensure website and app have most up to date event information to support the event calendar	2016 / 2017
S10.4	Create CRM of Event Partners and Suppliers on the Coffs Coast. The CRM can be utilised as a Business development / Event acquisition prospecting tool as well.	2016 / 2017

implementation and timing

The below table summarises the key strategic actions identified through the *draft Coffs Harbour Events Strategy 2020,* and the time frame anticipated for implantation.

1.0 Event Mix (Page 9)

Strategic Actions		Timing
S1.1	Adopt the Event Mix and use it consistently in evaluating Councils level of support	Ongoing
S1.2	Continue to prioritise the support and attraction for high volume participant sport events	Ongoing
S1.3	Investigate future major event generation / attraction for the Coffs Coast	Ongoing
S1.4	Deliver new events in either the Signature Event and or Major / Regional events range	Ongoing
S1.5	Prioritise support for new events and event generation in the low season	Ongoing

2.0 Event Infrastructure (Page 15)

Strategic Actions		Timing
S2.1	Create a Coffs Coast Event Precinct map and guide (including Council assets and third party operators)	2016
S2.2	Incorporate the hierarchy of international/national/state/regional/local & seasonal/local v casual local bookings to prioritise bookings at Stadium and CCSLP, and amend booking forms and agreements to reflect this hierarchy	2016
S2.3	C.ex Coffs International Stadium to target highest level of sporting code possible utilising existing and future facilities i.e. broadcast lights	Ongoing
S2.4	Continue to seek funding for further infrastructure upgrades, for example: C.ex Coffs International Stadium - grandstand extensions CCSLP Masterplan - develop new fields, additional spectator facilities eg access and parking Jetty Foreshores Cultural event facilities	Ongoing
S2.5	Develop an internal event working group with other Council departments, to increase efficiencies and create more versatile event spaces	Ongoing

3.0 Event Assessment Tools (Page 21)

Strategic Actions		Timing
S3.1	Adopt event assessment criteria to evaluate all event submissions	2016
S3.2	Progressively implement a cost / benefit analysis of all events to optimise full assessment and development of the event portfolio	Ongoing

4.0 Governance & Leadership (Page 22)

Strategic Actions		Timing
S4.1	Continue to review ownership / management of events as required	ongoing
S4.1.1	Divest ownership / management the Coffs Harbour International Buskers and Comedy Festival	2016
S4.1.2	Retain ownership and divest management of LGIT Conference	2016
S4.2	Develop CRM tools to assist with the management of stakeholders relationships	2016 / 2017
S4.3	Continue to foster key strategic partnerships with relevant government agencies and event owners	Ongoing
S4.4	Review relevant committee structures within Council and implement most appropriate committee format to guide Council's role in events	2016 / 2017

5.0 Event Funding (Page 25)

Strategic Actions		Timing
S5.1	Implement clear reporting metrics on the return on investment of all event funding provided	annual
S5.2	Clearly promote all funding opportunities to event stakeholders, including accessible application forms and criteria	2016/2017
S5.3	Investigate other non-financial ways Council can support events	2016/2017
S5.4	Adopt a strategic approach to develop successful submissions to state and national government grant opportunities	2016/2017

6.0 Event Capacity Building (Page 27)

Strategic Actions		Timing
S6.1	Prepare an implementation plan for the One Stop Event Shop (OSES)	2016
S6.2	Create toolkits and frameworks, for distribution (internal and external) on event management best practice	2016 / 2017
S6.3	Implement dedicated event training days	Biannual

S6.4	Identify Council Standard Operating Procedures for all event related activities	2016 / 2017

7.0 Risk Management (Page 29)

Strategic Actions		Timing
S7.1	Develop a five-year Coffs Harbour Event Economy Risk Management plan that identifies and plans for potential risks related to the Coffs Coast event economy to 2020	2016 / 2017
S7.2	Develop robust risk management procedures and processes for all events run by council	2016
S4.3	Support event operators to develop risk management plans for their own businesses (see capacity building)	2016

8.0 Brand Positioning & Destination Marketing (Page 30)

Strategic Actions		Timing
S8.1	Following the Coffs Coast brand review, document and refresh event brand guidelines to ensure consistent use and application across all mediums, Council events and where Council is a partner/sponsor	2016 / 2017
S8.2	Identify tools, resources and collateral to successfully pitch for new events	2016 / 2017
S8.3	Identify event marketing funds to assist in active promotion of visitation to Coffs Harbour in line with strategies identified in the *DRAFT Coffs Coast Strategic Tourism Plan 2020*	Ongoing
S8.4	Develop specific marketing programs around attracting new events (in high level Signature Events and selected Major / Community Events.	2016 / 2017

9.0 Event Marketing (Page 32)

Strategic Actions		Timing
S9.1	Create a menu of advertising, promotional and media opportunities available to event promoters via Council platforms or third party providers	2016 / 2017
S9.2	Create a promotional partner program, where event promoters receive benefits on advertising and promotional activities through the partner program	2016 / 2017
S9.3	Create a marketing tool kit	2016 / 2017

S9.4	Review and refresh Council websites relating to events	2016
S9.5	Identify stronger partnerships and collaboration with industry partners (Destination NSW) for joint marketing and promotional campaigns	2016 / ongoing
S9.6	Encourage broader industry stakeholders (e.g. accommodation, tour operators) to support Coffs Coast events and festivals through their own marketing initiatives	2016 / ongoing
S9.7	Encourage 'whole of community' support for Coffs Coast events and festivals through visitor-friendly initiatives (e.g. appropriate opening hours and availability of amenities and services)	2016 / ongoing

10.0 Event Services (Page 34)

Strategic Actions		**Timing**
S10.1	Ensure Council remain committed to a CAN DO attitude, and partner with event promoters to deliver best experience	Ongoing
S10.2	Create a functional calendar of events, that is suitable for all users (event owners, local business, community, visitors to Coffs Harbour) and is holistic (not just COUNCIL events)	2016 / ongoing
S10.3	Ensure website and app have most up to date event information to support the event calendar	2016 / 2017
S10.4	Create CRM of Event Partners and Suppliers on the Coffs Coast. The CRM can be utilised as a Business development / Event acquisition prospecting tool as well.	2016 / 2017

Conclusion

The 2009 ES identified the following:

The current events in Coffs Harbour are similar to many Councils that are lacking an event strategy. The events are varied, temporary and diffuse in their affect on the people and businesses of the region. The solution to this problem is not a quick fix. This strategy does not give a quick fix. It builds on the variety and the excellent work the Council staff are already performing. It enables the staff to have an accountable system to discover and support events and festivals. By comparing the way Council works with their events to other regions in Australia, the report gives one core recommendation: to develop the Events staff and the system used to choose and support events in the region.

Currently Council's Event Staff performs many of these functions. But the information gathering, bidding for events, evaluating events, up-skilling the event organisers and directing the whole program is needed. Without an accountable system for decisions and risk, the Council is exposed to many risks and trails the best practice of Councils around Australia and New Zealand. The event industry has come a long way in ten years. It is not enough to use the same system. It has professionalised. Coffs Harbour City Council already has the expertise. This reports allows the Council to put it on a solid professional foundation with an accountable and improvable system to build the event program.

A successful events program is a valuable asset to a region. Like any asset owned by the Council, it must have procurement and maintenance processes. The process must be accountable and transparent. This report provides the processes.

The above statement is still true today, and the *Draft Coffs Harbour Events Strategy 2020* provides Council and the Stadium & Major Events team the strategic direction to drive economic and community benefits through a well-considered and coordinated approach to help maintain, attract and deliver a vibrant and diverse annual events calendar.

Appendix 1 – Calendar Of Events

EVENT	2016 DATES	THEME	SIZE	YEARS 2016	CHCC INVOLVEMENT
JANUARY					
Screenwave	27 Dec - 28 Jan	arts/cultural	Medium	1	Sponsor
Pittwater to Coffs	2-5 Jan	sport	Major	35	Nil
Vintage Train Rides		community	Medium	2	Nil
FEBRUARY					
Cinema Under the Stars	13-Feb		Medium	2	Nil
Sydney Swans Training Camp	2 - 5 Feb	sport	Small	4	Sponsored
Oztag NSW Junior State Cup	12-14 Feb	sport	large	2	
Sheffield Shield NSW Phillip Hughes Tribute Match	25-28 Feb	sport	Major	1	Sponsor
MARCH					
Ella 7s Indigenous Rugby Union Tournament	4-5 March	sport	medium	9	
AFL Swans Vs Lions	**2015**	sport	Major	2 (2011 & 2015)	
BCU Coffs Triathalon	5-6 Mar	sport	Major	5	Sponsor / Regulator
National Touch League	9-12 Mar	sport	large	3	
Multicultural Festival		arts/cultural		6	Coordinator / Regulator
APRIL					
Coffs Ocean Swims	3-Apr		Medium	10+	Regulator
Easter Fishing Classic	Multi-Day	sport	Medium		
Billabong Oz Grom Cup	Multi-Day	sport	Medium	3	Sponsor / Regulator
Archibald Prize Regional Tour	Multi-Day	arts/cultural	Small		Coordinator
FIT Touch World Cup		sport			

MAY					
Japanese Childrens Festival	1-May	arts/cultural	Medium		Sponsor
Bald Archy Exhibition	Multi-Day	arts/cultural	Small		Coordinator
Coffs Harbour Show	Mid-May	arts/cultural	Major	100	Nil (Previously Sponsor)
Emerald Beach Fair	Last Sunday	arts/cultural	Medium	14	Sponsor / Regulator
JUNE					
Dave Irvine Memorial Snapper Classic		sport	Small		Nil
Nth NSW Football Boys State Championships		sport			
Orara Valley Fair	Queens Birthday	arts/cultural	Medium		Nil
CoffsCoast 4WD, C'van, Camping&Boat Show		sport	Medium		Nil
Coffs Coast Charity Walk		sport	Small		Nil
JULY					
Sawtell Chilli Festival	First Saturday	arts/cultural	Major	13	Sponsor / Regulator
FFA National Youth Champ - Girls		sport			
Naidoc Week	First Week	arts/cultural	Medium		Sponsor / Coordinator
Coffs Festival of Cycling	Multi-Day	sport	Major	2	Sponsor
Australian Surf Festival	Multi-Day	sport	Major	3	Sponsor / Regulator
Rotary Cartoon Awards		arts/cultural	Small		Sponsor
AUGUST					
Coffs Coast Cycle Challenge		sport	Major	8	Sponsor / Regulator
Gold Cup Race Day	1st Thursday	sport	Signature	50+	Regulator
Short Sharp Film Festival	Multi-Day	arts	Small	5	
Fuelarama - Off Shore Superboats		sport	Major	4	Sponsor / Regulator
Vintage Train Rides, ships, cars		arts	Major	2	Sponsor / Regulator
SEPTEMBER					
Coffs Harbour Running Festival	4-Sep	sport	Medium	5	Sponsor / Regulator
International Buskers Festival	1st Wk School Hols	arts	Signature	13	Sponsor / Regulator

Nth NSW Football Girls State Championships		sport			
Woolgoolga Curryfest	Late September	food	Major	12	Sponsor / Regulator
Saltwater Freshwater	TBC	arts/cultural	Signature	5	Sponsor / Regulator
Opera by the Ocean	Cancelled in 2015	arts	Major	2	Coordinator
OCTOBER					
Adventurethon	Early October	sport	Medium	3	Sponsor / Regulator
Wahu Surfer Groms Comp		sport	Medium		Regulator
National Jnr Oztag	14 - 16 Oct	sport	Major	3	
NOVEMBER					
Living Coast Festival	Month Long	arts	Major	2	Coordinator
Australian Senior Oztag Championsips	4-6 Nov	sport	Major	10	
World Rally	18-20 Nov	sport	Signature	4	Sponsor / Regulator
DECEMBER					
Coffs Jetty Carnival	December-January	Community	Major	16	Regulator
Christmas Carols	Late December	Community	Major	20+	Sponsor / Regulator
EMSLA Exhibition	Through December	arts	Small		Coordinator
New Years Eve Fireworks	Dec-31	Community	Major	16	Sponsor / Regulator
MARKETS					
Coffs Coast Growers Markets	Every Thursday	Markets	Markets		Coordinator
Harbourside Markets	Every Sunday	Markets	Markets		Regulator
Jetty Markets	Every Sunday	Markets	Markets		Nil
Uptown Markets	Every Sunday	Markets	Markets		Regulator
Bollywood Markets	1st & 4th Saturday	Markets	Markets		Regulator
Woolgoolga Beach Markets	2nd Saturday	Markets	Markets		Regulator
Made with Love Markets	3 Times a Year	Markets	Markets		Nil
Coffs Twilight Markets	DL Saving Fridays	Markets	Markets		Regulator
Sawtell Family Markets	4th Saturday Month	Markets	Markets		Nil

Appendix 2 – Events & Festivals

extract from *DRAFT Coffs Coast Strategic Tourism Plan 2020*

destination marketing

7.0 Events and Festivals

Position the Coffs Coast as the leading regional destination for sports tourism, innovative events and festivals that support the Coffs Coast brand to 2020

Events and festivals are recognised as a major catalyst for regional visitation. They provide numerous opportunities and benefits for individual businesses, communities and the destination region, including increased visitation and expenditure, reduced seasonality, repeat visitation and stronger regional awareness. They can also provide the stimulus for additional infrastructure development and build community pride[10]. In addition, sports tourism is internationally recognised as a substantial and highly desirable niche market segment for regional areas given that there are a number of opportunities for visitors to participate in tourism activities not connected with sport[11].

Coffs Harbour is renowned for its events, which play a very significant role in attracting visitors to the Coffs Coast and boosting the local and regional economy particularly in traditionally low visitation periods. In October 2015, the city won a globally acclaimed International Festivals and Events Association (IFEA) World Festival and Event City Award, gaining recognition alongside major cities around the world. The FIA World Rally Championship (run in conjunction with the Bellingen and Nambucca Councils) attracts the greatest number of spectators (50,000+) and also provides the Coffs Coast with valuable international media coverage. Coffs Harbour is also host to a range of high profile annual sporting contests including the National Touch League, the FFA Boys National Championships, the FFA Girls Championships, the National Senior Oztag Championships and the Australian Surf Festival (to 2017), Adventurethon and the Coffs Coast Festival of Cycling. Destination NSW (DNSW) supports several Coffs Harbour events, including the Coffs Harbour Running Festival, through its Regional Flagship Events Program. As such, sports tourism is a very attractive market segment for Coffs Harbour, however other regional destinations are keen to take their share.

CHCC's Stadium and Major Events team play a significant leadership role in bidding for sports tourism events and the management of key event infrastructure and facilities. In order for Coffs Harbour to retain its competitive position and build on its existing sports tourism events portfolio, it will be important that Council adopts a strategic approach to identify opportunities to: attract and bid for key sports tourism events, public and private investment for new regional sporting infrastructure and facilities, and increase visitor dispersal across the Coffs Coast.

In addition to sports tourism events, the Coffs Harbour LGA delivers a diversity of cultural festivals that are attractive to residents and visitors. These include the highly successful Coffs Harbour International Buskers and Comedy Festival (supported by CHCC), the CoastOut Festival, Multicultural Harmony Day and the Saltwater Freshwater Festival. Coffs Harbour also attracts quality theatrical performances, art exhibitions, concerts, cinema and dance, which can add value to the visitor experience. Community based events like Woolgoolga's Curryfest, the Chilli Festival (Sawtell) and until recently, Toast Urunga, play an important role in showcasing local villages and supporting the Coffs Coast brand. To ensure their ongoing viability, local events' organisers need additional support and advice to navigate the increasing complexities of events management, particularly given the reliance on volunteers and limited resources. Issues include negotiating compliance issues; funding applications; effective allocation of human and financial resources; building industry, business and community support for events and festivals; conducting consumer research, maximising the visitor economy and measuring return on investment (ROI). Coffs Harbour also attracts business events, mostly through its resort-style properties, however it remains a small percentage of the potential visitor market, which is currently best pursued by those industry operators who directly benefit from this sector.

7.0 Events and Festivals cont.

The creative communities in and around Bellingen are also reflected through a range of cultural festivals and local events. The Bello Winter Music Festival, the Bellingen Jazz Festival ('resting' in 2015), the Dorrigo Folk and Bluegrass Festival, and the Bellingen Readers and Writers Festival (held in various venues along the Waterfall Way), attract visitors from well beyond the Shire's boundaries and the broader Coffs Coast region. Camp Creative, a summer school featuring courses including music, dance, voice and the visual arts has been running for 30 years, bringing families and individuals to Bellingen for five days in January. The highly innovative Steam Punk Festival in Dorrigo which references the huge collection of historic steam engines nearby, is typical of the kind of event which can become a significant draw card for a small township over time. The Shire also hosts some community sporting events including the Urunga Dragon Boat Regatta and the Coffs Coast/Mylestom Dragon Boat Regatta, and regular produce/community markets. Both Bellingen and Urunga residents would like more sports tourism, and there is a proposal for a basketball/multi-purpose stadium in Urunga. To support local event organisers, Bellingen Shire Council has recently introduced an Events Hub in the Waterfall Way Visitor Information Centre to provide practical support for organisations and volunteers. Apart from offering a centralised, dedicated meeting space, the Hub also provides computer and printing facilities, file storage, publicity and event ticket sales through the Visitor Information Centre.

Best Practice Example: The Port Fairy Folk Festival, Victoria

The Port Fairy Folk Festival is a popular annual four-day music festival based in the historic fishing village of Port Fairy in Victoria. From its humble beginnings in 1977, the Festival will celebrate its 40th anniversary in 2016 with an impressive line-up of national and international performers. The Festival receives no Government funding and is entirely reliant on the enormous support from the small Port Fairy community; schools, service clubs, sporting clubs and other community organisations and volunteers to ensure that every aspect of the Festival runs smoothly – and all benefit from it financially. Funds have built a number of community assets including a swimming pool. Local businesses also embrace the opportunity with bumper results!

This collaborative approach to event management and knowledge-sharing would be beneficial across both shires. Furthermore, for Coffs Coast to effectively leverage greater benefits from its events and festivals, all tourism stakeholders should work cooperatively to highlight the range of attractions and experiences in and around the host community, and the region. This should be underpinned by an annual events marketing plan.

The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:

- There is no single source of information for the region's events and festivals which detracts from marketing efforts and confuses both organisers and consumers
- The need for local businesses to make a stronger effort in providing events' visitors with a total destination experience – (e.g. through visitor-friendly opening hours and facilities)
- The potential for neighbouring towns like Urunga to receive a 'spill-over' benefit from larger, Coffs Harbour based events
- Recurring costs for events' organisers, particularly in relation to supporting infrastructure needed to deliver events and festivals (e.g. power, sound, lighting and electronic billboards)
- Events and festivals require ways to measure their effectiveness, and secure funding and other external support
- While DNSW provides events funding to the region, CHCC is not permitted to use the Coffs Coast brand for these events
- Overpriced accommodation during events is creating negativity amongst visitors
- The potential to refresh and innovate existing events so they continue to deliver memorable experiences.

7.0 Events and Festivals cont.

strategy 7.1 **Develop a strategic and coordinated approach to position the Coffs Coast as the leading regional destination for sport tourism to 2020**

Strategic Actions		Leadership	Support	Timing
s7.1.1	Develop a Coffs Coast Sports Tourism Strategy that identifies opportunities to attract and bid for key sports tourism events, public and private sector investment for new regional sporting infrastructure and facilities, and increased visitor dispersal across the Coffs Coast to 2020	CHCC	BSC, DNSW, INSW, RDA	2016/2017
s7.1.2	Investigate opportunities to fund and develop sports tourism infrastructure and facilities in Bellingen Shire	BSC	DNSW, INSW, RDA	2016 to 2020

strategy 7.2 **Establish a coordinated approach to deliver innovative and viable events and festivals across the Coffs Coast**

Strategic Actions		Leadership	Support	Timing
s7.2.1	Develop an annual Coffs Coast Events and Festivals Marketing Plan that identifies strategies to promote sports tourism, events and festivals across the Coffs Coast	CHCC	BSC, NCDN, DNSW	2016 to 2020
s7.2.2	Establish a single, authoritative and comprehensive annual events and festivals calendar for the Coffs Coast region, which addresses the needs of both organisers and consumers	CHCC	BSC, CoCs	2016 to 2020
s7.2.3	Develop and promote a 'How to plan and deliver successful community events' guide for the Coffs Coast, which includes measuring economic, social and environmental impacts and other practical solutions and advice, to assist community-based events' organisers	CHCC, BSC	CoCs, DNSW	2016
s7.2.4	Establish a regular mentoring program to provide ongoing support and advice for community-based organisers in the Coffs Harbour LGA	CHCC	CoCs	2016
s7.2.5	Support event organisers to create new, innovative and brand-aligned events and festivals, as well as opportunities to refresh and enhance successful, existing events and festivals	CHCC, BSC	CoCs, DNSW	2016 to 2020
s7.2.6	Introduce a 'one stop shop' to assist organisers with regulatory requirements for events and festivals within the Coffs Harbour LGA	CHCC		2016
s7.2.7	Continue to deliver the events hub to support local event organisers in Bellingen LGA	BSC		2016 to 2020

7.0 Events and Festivals cont.

strategy 7.3 **Encourage event and festival visitors to stay longer, spend more and enjoy the diversity of experiences across the Coffs Coast region**

Strategic Actions		Leadership	Support	Timing
s7.3.1	Encourage broader industry stakeholders (e.g. accommodation, tour operators) to support Coffs Coast events and festivals through their own marketing initiatives	CHCC, BSC	CCTC, CoCs	2016 to 2020
s7.3.2	Encourage 'whole of community' support for Coffs Coast events and festivals through visitor-friendly initiatives (e.g. appropriate opening hours and availability of amenities and services)	CHCC, BSC	CCTC, CoCs	2016 to 2020
s7.3.3	Investigate spreading the benefit from larger Coffs Harbour events to surrounding towns, to encourage dispersal and spend (e.g. use of some sporting facilities at Urunga)	CHCC	BSC, CCTC, CoCs	2016 to 2020

Notes

Attachment 1

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www.coffsharbour.nsw.gov.au

REPORT TO ORDINARY COUNCIL MEETING

RALLY AUSTRALIA EVENTS 2016 AND 2017

REPORTING OFFICER:	Director Business Services
DIRECTOR:	Acting Director Sustainable Communities
COFFS HARBOUR 2030:	LP2 – We have a strong and diverse economy.
ATTACHMENTS:	ATT1 WRC Factbook 2015 - 2016 ATT2 CONFIDENTIAL Rally Australia Events 2016 Sponsorship and Hire Agreement

Recommendation:

That Council:

1. **Approve the sponsorship arrangements contained in the confidential attachment with funding to be allocated in the 2016/17 Operational Plan and Budget;**
2. **Delegate authority to the General Manager to execute the Sponsorship and Hire Agreement for 2016 between Coffs Harbour City Council and Rally Australia Pty Ltd; and**
3. **Delegate authority to the General Manager to execute a Sponsorship and Hire Agreement for 2017 between Coffs Harbour City Council and Rally Australia Pty Ltd with a sponsorship package value no greater than the value for 2016 indexed by the ordinary general rate peg.**

EXECUTIVE SUMMARY

Coffs Harbour hosts the Australian Round of the World Rally Championship (WRC) and the Australian Off Road Championship (AORC), organised by Rally Australia since 2011, with sponsorship arrangements with Council in place.

For 2016, Rally Australia has been successful in gaining Federation Internationale de l'Automobile (FIA) approval for the Australian Round of the WRC to be the last event on the rally calendar. The event will therefore now occur from 17 to 20 November 2016. For 2017 a similar timing is expected.

The Coffs Coast Sport and Leisure Park is again proposed as the main venue to host the Rally Australia event in 2016, with the precinct hosting the service centre. This provides an opportunity for the community to be associated with the event and related activities.

The ceremonial start, Rally Show and presentations will again be hosted in the Coffs Harbour CBD. It is expected that works on the upgrade of City Square will be complete and the event and the community will be able to make use of this upgraded space.

For 2016 it is also proposed that a Super Special Stage be run on Friday and Saturday at the Jetty Foreshores. This location will greatly assist in showcasing Coffs Harbour to the worldwide rally audience. The timing of the stage will also assist in generating custom for hospitality businesses.



REPORT TO ORDINARY COUNCIL MEETING

The sponsorship arrangements are in line with the principles of the prior year arrangement entered into with Rally Australia. Funding will be required from the 2016/17 Operational Plan and Budget similar to the previous year. It is similarly expected that these arrangements will also apply for the 2017 events.

REPORT

Description of Item:

Coffs Harbour hosts the Australian Round of the World Rally Championship (WRC) and the Australian Off-Road Championship (AORC), organised by Rally Australia since 2011, with sponsorship arrangements with Council in place. The WRC Factbook is included as Attachment 1 for information. As with a number of other events held at the Coffs Coast Sports and Leisure Park, a hosting fee forms part of these arrangements. Other in-kind support is also provided. The arrangements are negotiated based on the expected economic benefits for the city.

Major sporting events, including spectator events, continue to be an important economic driver for regional areas and the competition for these events continues to be strong. Hosting fees for major events are a standard feature of sponsorship arrangements.

For 2016, Rally Australia has been successful in gaining FIA approval for the Australian Round of the WRC to be the last event on the rally calendar. The event will therefore now occur from 17 to 20 November 2016. For 2017 a similar timing is expected.

Issues:

The confidential attachment details the sponsorship arrangements negotiated between the parties, which are similar to the previous year. The ongoing arrangements are considered appropriate for such signature events and their contribution to the local economy. The arrangements also provide a greater opportunity to leverage the event in the destination marketing of Coffs Harbour.

Options:

Council's options in relation to this report are:

1. Adopt the recommendation provided to Council which will allow Rally Australia to continue its planning and preparation for the 2016 and 2017 events.
2. Amend the recommendation provided to Council and then adopt. Depending on the extent of the amendment, this may jeopardise the planning and preparation for the 2016 and 2017 events.
3. Reject the recommendation provided to Council. This would likely have a severe impact on the hosting of the events in Coffs Harbour.

Sustainability Assessment:

- **Environment**

  In 2013, Rally Australia became the first motor sport event in the world to achieve the top level of accreditation from the FIA Institute's sustainability program. The event was awarded with Achievement of Excellence – the best of three levels in the Environmental Certification Framework.

- **Social**

  The Coffs Coast Sport and Leisure Park is again proposed as the main venue to host the Rally Australia event in 2016, with the precinct hosting the service centre. This provides an opportunity for the community to be associated with the event and related activities.

The ceremonial start, Rally Show and presentations will again be hosted in the Coffs Harbour CBD. It is expected that works on the upgrade of City Square will be complete and the event and the community will be able to make use of this upgraded space.

- **Civic Leadership**

  The Rally Australia event promotes Coffs Harbour as a dynamic and attractive visitor destination to Australian and international audiences. This supports the Learning and Prospering theme in the *Coffs Harbour 2030* Community Strategic Plan.

- **Economic**

  Broader Economic Implications

  Hosting a recognised international event enhances the livability of Coffs Harbour and its attractiveness as a destination for new residents and encourages the retention of existing residents. Opportunities to see elite sporting events and cultural events on a regular basis can be a key determinant for people choosing where to live.

  Local business will also benefit directly from such a major event coming to the city, with flow-on effects through accommodation and food/beverage providers, supermarkets, and shopping centres, small business and hire companies all receiving economic benefits.

  Destination NSW also provides significant funding to the events in recognition of the significant contribution made to the tourism in New South Wales.

  Statistics from the 2015 event supplied by Rally Australia are as follows:

  A total of 5,185 hours of coverage for the 2015 Rally Australia was broadcast on 203 television channels in 136 countries Worldwide, with a total cumulative audience of 570 million.

  Rally's audience in Australia is as follows:

  - *72% of fans are Male, with 28% Female.*
  - *63% of fans are aged 18-45.*
  - *Largely blue collar & predominantly middle income earners between $50,000 – $100,000.*
  - *Very strong regional base, with interest spread throughout all areas of Australia, but spikes of interest in regional Queensland and NSW.*

  Rally Australia has the following digital reach:

  - *Website (www.rallyaustralia.com.au): 40,553 Visits during 2015. 61.7% were new visitors and 62.27% viewed from a mobile device with the average duration over 2 minutes.*
  - *Social Media: 19,116 Facebook fans, 188,850 average reach per week and 9,700 Twitter followers. 94% male / 6% female, 50% aged 25-34 and 370,000 viewed daily in Event week.*

  Rally Australia advises that the spend, as a result of the events on the Coffs Coast in 2014, was $9.1 million with an economic benefit of $13.8 million. The size of the spend and benefit is therefore very significant.

For 2016 it is also proposed that a Super Special Stage be run on Friday and Saturday at the Jetty Foreshores. This location will greatly assist in showcasing Coffs Harbour to the worldwide rally audience. The timing of the stage may also assist in generating custom for hospitality businesses.

Delivery Program/Operational Plan Implications

Funding will be required from the 2016/17 Operational Plan and Budget similar to the previous year as identified in the Confidential Attachment. Funding for 2017/18 will be indexed by the ordinary general rate peg.

Risk Analysis:

Council's involvement in events is managed through its risk management framework. Appropriate risk management, assessments and mitigation strategies are a requirement of the sponsorship and hire agreement.

Weather, and the final layout of the event, can greatly impact the amount, cost and duration of remediation works required post event. Council has contractual requirements to host national and state events in the week/s following the Rally events. The Sponsorship and Hire Agreement strikes a balance to provide for the best possible event, while minimising damage for other contracted users, and to minimise the cost of remediation works.

Consultation:

Consultation has been undertaken internally with relevant groups and business units of Council.

Related Policy, Precedents and / or Statutory Requirements:

The sponsorship arrangements are in line with the principles of the prior year arrangement entered into with Rally Australia.

The Motor Sports (World Rally Championships) Act 2009 and accompanying regulation facilitates the conduct of the World Rally Championship in New South Wales by providing certain exemptions from other legislation, ministerial and other powers, and liability restrictions.

Implementation Date / Priority:

A formal Sponsorship and Hire Agreement with appropriated terms and conditions will be finalised to facilitate the conduct of the Rally Australia events in 2016 and will be executed under Council delegation. An updated Sponsorship and Hire Agreement will be prepared and executed to facilitate the conduct of the Rally Australia events in 2017.

Conclusion:

This report seeks Council's approval for the continuation of sponsorship arrangements for the 2016 Rally Australia hosted events on similar terms and conditions as in 2015. It is similarly expected that these arrangements will also apply for the 2017 events.

Attachment 1



FACTBOOK
2015-2016

Attachment 1

WRC **FACTBOOK** 2015-2016

WELCOME TO THE FACTBOOK OF THE **FIA WORLD RALLY CHAMPIONSHIP.**
INSIDE YOU WILL FIND ALL THE KEY FACTS FROM THE EXCITING 2015 SEASON
AND ALL THE ESSENTIAL INFORMATION FOR 2016.



WRC
FIA WORLD RALLY
CHAMPIONSHIP

WRC **KEY FACTS**



775 MILLION CUMULATIVE TV AUDIENCE	**8 MILLION** VISITORS TO WRC DIGITAL CHANNELS
50 BROADCASTERS IN **150** TV MARKETS	**9,150+** BROADCAST HOURS
1,300+ JOURNALISTS REGISTERED ON EVENT	**1,000+** HOURS OF VIDEO ON WRC+
3,8 MILLION SPECTATORS ATTENDED **13** WRC RALLIES	

WRC HIGHLIGHTS

02

SWEDEN
POWER STAGE

Mikkelsen agony: Sébastien Ogier overturned a 3sec deficit in a thrilling live TV Power Stage to win Rally Sweden and deprive team-mate Andreas Mikkelsen of a maiden victory. A distraught Mikkelsen led but plunged into a snow bank in a risk-all shootout.

























03

MEXICO
TI–TANAK

Lake plunge: Ott Tänak and co-driver Raigo Mõlder swam to safety after wriggling free from their Ford Fiesta RS when it crashed into a lake and sank at Rally Guanajuato Mexico. It took just 25sec for the car to disappear but both escaped uninjured. Remarkably the car was rescued from five metres of water and the Estonians returned to finish the rally.

WRC HIGHLIGHTS

05

PORTUGAL
RETURN OF FAFE

It's back! The legendary Fafe stage returned to the WRC for the first time since 2001 as Vodafone Rally de Portugal relocated to the north. Tens of thousands of passionate fans flocked there to enjoy the action in a noisy and colourful party atmosphere.

















12

SPAIN
POWER STAGE

Tables turned: A disbelieving Andreas Mikkelsen secured that first win in Spain in another dramatic Power Stage. He hung on for what he thought was second place, only to learn seconds later that leader Sébastien Ogier had smashed into a barrier near the finish and victory was his.

WRC RESULTS

2015 FIA WORLD RALLY CHAMPIONSHIP - DRIVERS

POS	DRIVERS	MCO	SWE	MEX	ARG	PRT	ITA	POL	FIN	DEU	AUS	FRA	ESP	GBR	PTS
1	**Sébastien OGIER** & Julien INGRASSIA	25 1	25+3 1	25+3 1	3 17	18+3 2	25+3 1	25+3 1	18+3 2	25 1	25+3 1	3 15	0 R	25 1	263
2	**Jari-Matti LATVALA** & Miikka ANTTILA	18+1 2	0 R	0 15	0 R	25+2 1	8+2 6	10 5	25+2 1	18+3 2	18+2 2	25+1 1	18+2 2	3 50	183
3	**Andreas MIKKELSEN** & Ola FLØENE	15 3	15 3	15+2 3	0 R	15+1 3	1 36	18+1 2	0 R	15 3	12+1 4	15 3	25+3 1	15+2 3	171
4	**Mads ØSTBERG** & Jonas ANDERSSON	12 4	1+1 10	18 2	18+1 2	6 7	10 5	2 9	15 3	6 7	-	8 6	12 4	6 7	116
5	**Kris MEEKE** & Paul NAGLE	1+3 10	6 7	0 16	25 1	12 4	0 24	6 7	1 17	2 12	15 3	12 4	10+1 5	18 2	112
6	**Thierry NEUVILLE** & Nicolas GILSOUL	10 5	18+2 2	4+1 8	0 R	0 38	15 3	8 6	12 4	10 5	6 7	0 23	4 8	0 R	90
7	**Elfyn EVANS** & Daniel BARRITT	6 7	8 6	12 4	15 3	0 64	12 4	0 50	0 12	8 6	2 9	18 2	0 34	8 6	89
8	**Dani SORDO** & Marc MARTI	8 6	-	10 5	10+2 5	8 6	0 20	1 10	0 11	12+1 4	4 8	6 7	15 3	12 4	89
9	**Hayden PADDON** & John KENNARD	-	10 5	0 17	0 16	4 8	18 2	12 4	0 R	2 9	10 5	10 5	8 6	10 5	84
10	**Ott TÄNAK** & Raigo MÕLDER	0 18	12 4	0 22	1 10	10 5	0 14	15+2 3	10 5	4 8	8 6	1 10	0 41	0 R	63
11	**Martin PROKOP** & Jan TOMÁNEK	2 9	4 8	8 6	12 4	1 10	0 R	0 11	6 7	0 R	-	0 12	6 7	0 R	39
12	**Robert KUBICA** & Maciek SZCZEPANIAK	0 R	0 19	0 18	-	2 9	0 30	4 8	0 R	0 35	-	2 22	0 11	2+1 9	11
13	**Khalid AL QASSIMI** & Chris PATTERSON	-	-	-	8 6	0 24	1 10	-	0 16	-	-	-	0 15	-	9
14	**Juho HÄNNINEN** & Tomi TUOMINEN	-	-	-	-	-	-	-	8 6	-	-	-	-	-	8
15	**Yurii PROTASOV** & Pavlo CHEREPIN	0 16	2 9	0 13	0 13	-	6 7	-	0 13	0 15	0 11	0 20	0 14	0 36	8
16	**Nasser AL-ATTIYAH** & Mathieu BAUMEL	-	-	6 7	-	0 11	0 12	0 R	-	0 17	1 10	-	0 12	-	7
17	**Abdulaziz AL-KUWARI** & Marshall CLARKE	-	-	0 11	6 7	0 16	0 11	-	-	-	0 12	-	0 23	0 16	6
18	**Sébastien LOEB** & Daniel ELENA	4+2 8	-	-	-	-	-	-	-	-	-	-	-	-	6
19	**Stéphane LÉFEBVRE** & Stéphane PRÉVOT	0 12	0 R	0 R	0 R	0 15	0 26	0 R	0 R	1 10	0 13	0 11	0 50	4 8	5
20	**Esapekka LAPPI** & Janne FERM	-	-	-	-	0 12	0 17	0 12	4 8	0 42	-	0 14	0 R	-	4

SEASON OVERVIEW:

- In 2015, the WRC was contested over 13 events.
- Sébastien Ogier & Julien Ingrassia won third consecutive WRC title.
- Jari-Matti Latvala & Miika Anttila clinched second at final event in GB.
- Kris Meeke & Paul Nagle claimed maiden victory in Argentina.
- Andreas Mikkelsen & Ola Fløene claimed maiden victory in Spain.
- Volkswagen secured third straight manufacturers' crown.
- Citroën beat Hyundai to second place in a fight that lasted to the last day of the last rally.

KEY – TABLES:

25+1	Drivers: Points scored in Rally + Power Stage Manuf.: Points scored in Rally by 2 team cars
1+2	Drivers: Position in Rally Manuf.: Positions in Rally for up to 2 team cars
R	Retired – Did not finish
–	Did not start

2015 FIA WORLD RALLY CHAMPIONSHIP - MANUFACTURERS

POS	DRIVERS	MCO	SWE	MEX	ARG	PRT	ITA	POL	FIN	DEU	AUS	FRA	ESP	GBR	PTS
1	**VOLKSWAGEN** Motorsport	25+18 1+2	25+0 1+R	25+6 1+15	4+0 17+R	25+18 1+2	25+8 1+6	25+10 1+5	25+18 1+2	25+18 1+2	25+18 1+2	25+1 1+15	18+0 2+R	25+2 1+50	414
2	**CITROËN** Total Abu Dhabi	8+4 8+10	6+2 7+10	18+4 2+16	25+18 1+2	12+6 4+7	10+2 5+24	6+4 7+9	15+1 3+17	6+1 7+12	15+1 3+13	12+8 4+6	12+10 4+5	18+6 2+7	230
3	**HYUNDAI** Motorsport	15+12 5+6	18+10 2+5	12+8 5+8	10+0 5+A	8+1 6+38	15+4 3+20	8+2 6+10	12+4 4+11	12+10 4+5	10+6 5+7	6+0 7+23	15+4 3+8	12+10 4+5	224
4	**M-SPORT** World Rally Team	10+2 7+18	12+8 4+6	15+1 4+22	15+8 3+11	10+0 5+64	12+6 4+14	15+0 3+50	10+2 5+12	8+4 6+8	8+2 6+9	18+4 2+10	2+1 34+41	8+0 6+R	181
5	**VOLKSWAGEN** Motorsport II	-	15 3	-	0 R	15 3	1 36	18 2	0 R	15 3	12 4	15 3	25 1	15 3	131
6	**HYUNDAI** Motorsport N	-	1 11	2 17	6 16	4 8	18 2	12 4	0 R	2 9	4 8	10 5	8 6	0 R	67
7	**JIPOCAR CZECH** National Team	6 9	4 8	10 6	12 4	2 10	0 R	1 11	8 7	0 R	-	2 12	6 7	0 R	51
8	**FWRT**	1 68	0 R	0 R	2 19	0 R	0 R	0 16	6 10	-	0 R	0 R	0 R	4 10	13

WRC 2 RESULTS

2015 FIA WRC 2 CHAMPIONSHIP – DRIVERS

POS	DRIVERS	MCO	SWE	MEX	ARG	PRT	ITA	POL	FIN	DEU	AUS	FRA	ESP	GBR	PTS
1	**Nasser AL-ATTIYAH** & Mathieu BAUMEL	-	-	25 7	-	25 11	10 12	0 R	-	12 17	25 10	-	15 12	-	112
2	**Yurii PROTASOV** & Pavlo CHEREPIN	-	-	10 13	12 13	-	25 7	-	15 13	-	18 11	-	10 14	0 36	90
3	**Esapekka LAPPI** & Janne FERM	-	-	-	-	18 12	2 17	25 12	25 8	0 42	-	18 14	0 R	-	88
4	**Abdulaziz AL-KUWARI** & Marshall CLARKE	-	-	12 11	25 7	8 16	12 11	-	-	-	15 12	-	4 23	15 16	87
5	**Pontus TIDEMAND** & Emil AXELSSON	-	10 17	-	-	15 13	-	18 13	18 9	-	-	0 R	25 9	-	86
6	**Jari KETOMAA** & Kaj LINDSTROM	-	25 13	15 10	15 12	0 R	-	12 17	-	-	-	-	0 36	-	67
7	**Jan KOPECKÝ** & Pavel DRESLER	-	-	-	-	-	15 9	-	-	25 13	-	-	18 10	-	58
8	**Craig BREEN** & Scott MARTIN	18 13	-	-	-	0 R	-	-	0 R	10 18	-	12 17	0 R	18 13	58
9	**Teemu SUNINEN** & Mikko MARKKULA	-	-	-	-	-	-	8 19	-	8 19	-	10 18	0 37	25 11	51
10	**Eric CAMILLI** & Benjamin VEILLAS	12 15	-	-	-	0 R	4 16	-	0 52	18 14	-	15 16	0 R	0 12	49
11	**Armin KREMER** & Pirmin WINKLHOFER	15 14	-	-	-	1 21	8 13	10 18	-	0 R	-	0 R	12 13	-	46
12	**Nicolas FUCHS** & Fernando MUSSANO	-	-	18 9	0 R	6 17	6 15	6 20	0 R	-	-	-	-	10 18	46
13	**Julien MAURIN** & Nicolas KLINGER	0 A	-	-	-	12 14	0 R	4 21	-	1 27	-	25 13	0 55	-	42
14	**Stéphane LEFEBVRE** & Stéphane PRÉVOT	25 12	-	0 R	-	10 15	0 26	0 R	0 R	-	-	-	-	-	35
15	**Quentin GIORDANO** & Valentin SARREAUD	8 21	-	-	-	0 R	-	-	0 R	15 16	-	4 34	0 R	0 19	27
16	**Jaroslaw KOLTUN** & Ireneusz PLESKOT	-	6 23	-	-	-	-	0 25	-	-	-	-	8 17	12 17	26
17	**Gianluca LINARI** & Nicola ARENA	-	0 31	-	8 21	-	0 21	-	4 38	-	10 18	-	-	0 56	22
18	**Scott PEDDER** & Dale MOSCATT	-	-	-	-	0 R	0 R	0 29	12 14	-	8 21	-	-	-	20
19	**Valeriy GORBAN** & Volodynyr KORSIA	-	15 15	0 R	-	4 18	1 18	0 R	0 R	-	-	-	-	0 41	20
20	**Nil SOLANS** & Miguel IBAÑEZ	-	-	-	-	-	-	-	-	6 20	-	6 28	0 49	8 21	20

JUNIOR WRC RESULTS

2015 FIA JUNIOR WRC CHAMPIONSHIP – DRIVERS

POS	DRIVERS	MCO	PRT	POL	FIN	FRA	ESP	GBR	PTS
1	**Quentin GILBERT** & Renaud JAMOUL	25 22	25 22	6 54	25 18	25 26	25 18	-	131
2	**Ole Chrisitan VEIBY** & Anders JAEGER	15 25	10 35	-	15 22	12 31	6 48	25 23	83
3	**Terry FOLB** & Franck LE FLOCH	0 R	0 58	-	12 29	18 29	18 19	18 33	66
4	**Simone TEMPESTINI** & Matteo CHIARCOSSI	12 27	8 44	25 26	2 50	-	15 21	0 R	62
5	**Henri HAAPAMÄKI** & Marko SALMINEN	-	15 30	15 28	18 19	-	-	-	48
6	**Pierre-Louis LOUBET** & Vincent LANDAIS	-	18 28	-	0 R	-	10 32	15 34	43
7	**Jean-René PERRY** & Joshua REIBEL	-	12 32	0 R	10 31	10 36	-	-	32
8	**Mohammed AL MUTAWAA** & Stephen MCAULEY	-	0 R	8 48	8 41	-	12 25	0 R	28

SEASON OVERVIEW:

- Nasser Al-Attiyah defended WRC 2 title.
- Fellow Qatari Abdulaziz Al-Kuwari clinched runners-up spot at final event.
- Quentin Gilbert won both WRC 3 and Junior WRC championships.
- Ukraine's Yuriy Protasov clinched runners-up spot at final event.
- Ten different drivers won WRC 2 rounds.



WRC 3 RESULTS

2015 FIA WRC 3 CHAMPIONSHIP – DRIVERS

POS	DRIVERS	MCO	SWE	MEX	ARG	PRT	ITA	POL	FIN	DEU	AUS	FRA	ESP	GBR	PTS
1	**Quentin GILBERT** & Renaud JAMOUL	25 22	-	-	-	25 22	-	0 54	25 18	-	-	0 R	25 18	15 27	115
2	**Ole Christian VEIBY** & Anders JAEGER	15 25	25 21	-	-	10 35	-	-	15 22	-	-	0 R	2 48	25 23	92
3	**Simone TEMPESTINI** & Matteo CHIARCOSSI	12 27	-	-	-	6 44	-	25 23	1 50	-	-	25 26	12 21	0 R	81

WRC LEADING **TEAMS**

This is a selection of the main protagonists of the WRC. Information & liveries are correct as of 1 January 2016.



HYUNDAI SHELL WORLD RALLY TEAM

HYUNDAI I20 WRC

PRINCIPAL MICHEL NANDAN

#3 THIERRY NEUVILLE
NICOLAS GILSOUL

#4 DANI SORDO
MARK MARTI

TYRES MICHELIN

motorsport.hyundai.com



M-SPORT WORLD RALLY TEAM

FORD FIESTA RC WRC

PRINCIPAL MALCOLM WILSON

#5 MADS ØSTBERG
OLA FLØENE

#6 ERIC CAMILLI
NICOLAS KLINGER

TYRES MICHELIN

m-sport.co.uk



VOLKSWAGEN MOTORSPORT II

VOLKSWAGEN POLO R WRC

PRINCIPAL JOST CAPITO

#9 ANDREAS MIKKELSEN
ANDERS JAEGER

TYRES MICHELIN

volkswagen-motorsport.com



FWRT

FORD FIESTA RS WRC

PRINCIPAL ANTONIO PALERMITI

#37 LORENZO BERTELLI
SIMONE SCATTOLIN

TYRES PIRELLI

facebook.com/F.WorldRallyTeam



VOLKSWAGEN MOTORSPORT

VOLKSWAGEN POLO R WRC

PRINCIPAL JOST CAPITO

#1 SÉBASTIEN OGIER
JULIEN INGRASSIA

#2 JARI-MATTI LATVALA
MIIKKA ANTTILA

TYRES MICHELIN

volkswagen-motorsport.com



ABU DHABI TOTAL WORLD RALLY TEAM

DS3

PRINCIPAL TBC

#7 KRIS MEEKE
PAUL NAGLE

#8 STÉPHANE LEFEBVRE
GABIN MOREAU

TYRES MICHELIN

citroenracing.com



HYUNDAI MOBIS WORLD RALLY TEAM

HYUNDAI I20 WRC

PRINCIPAL MICHEL NANDAN

#10 KEVIN ABBRING
SEBASTIAN MARSHALL

#20 HAYDEN PADDON
JOHN KENNARD

TYRES MICHELIN

motorsport.hyundai.com



DMACK WORLD RALLY TEAM

FORD FIESTA RS WRC

PRINCIPAL DICK CORMACK

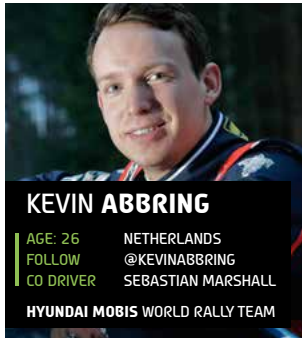
#12 OTT TÄNAK
RAIGO MÕLDER

TYRES DMACK

dmacktyres.com

WRC LEADING **DRIVERS**

This is a selection of the main protagonists of the WRC. Information correct as of 1 January 2016.



KEVIN **ABBRING**

AGE: 26 NETHERLANDS
FOLLOW @KEVINABBRING
CO DRIVER SEBASTIAN MARSHALL

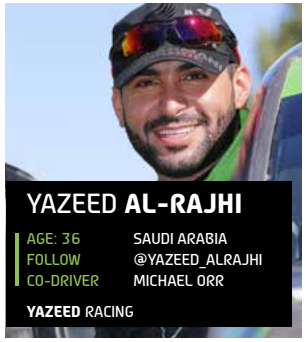
HYUNDAI MOBIS WORLD RALLY TEAM



KHALID **AL QASSIMI**

AGE: 43 UNITED ARAB EMIRATES
FOLLOW @KHALIDBINFAISAL
CO-DRIVER CHRIS PATTERSON

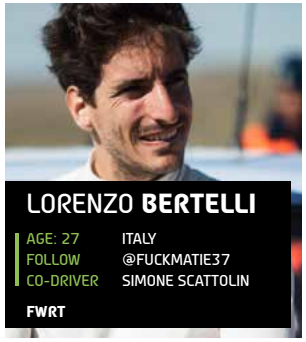
ABU DHABI TOTAL WORLD RALLY TEAM



YAZEED **AL-RAJHI**

AGE: 36 SAUDI ARABIA
FOLLOW @YAZEED_ALRAJHI
CO-DRIVER MICHAEL ORR

YAZEED RACING



LORENZO **BERTELLI**

AGE: 27 ITALY
FOLLOW @FUCKMATIE37
CO-DRIVER SIMONE SCATTOLIN

FWRT



CRAIG **BREEN**

AGE: 25 IRELAND
FOLLOW @CRAIG_BREEN
CO-DRIVER SCOTT MARTIN

ABU DHABI TOTAL WORLD RALLY TEAM



ERIC **CAMILLI**

AGE: 28 FRANCE
FOLLOW @ERICCAMILLI
CO-DRIVER NICOLAS KLINGER

M-SPORT WORLD RALLY TEAM



ROBERT **KUBICA**

AGE: 31 POLAND
FOLLOW @R_KUBICA
CO-DRIVER MACIEK SZCZEPANIAK

RK WORLD RALLY TEAM



JARI-MATTI **LATVALA**

AGE: 30 FINLAND
FOLLOW @JARIMATTIWRC
CO-DRIVER MIIKKA ANTTILA

VOLKSWAGEN MOTORSPORT



STÉPHANE **LEFEBVRE**

AGE: 23 FRANCE
FOLLOW @SLEFEBVRERALLYE
CO-DRIVER GABIN MOREAU

ABU DHABI TOTAL WORLD RALLY TEAM



KRIS **MEEKE**

AGE: 36 GREAT BRITAIN
FOLLOW @KRISMEEKE
CO-DRIVER PAUL NAGLE

ABU DHABI TOTAL WORLD RALLY TEAM



ANDREAS **MIKKELSEN**

AGE: 26 NORWAY
FOLLOW @AMIKKELSENRALLY
CO-DRIVER ANDERS JAEGER

VOLKSWAGEN MOTORSPORT II



THIERRY **NEUVILLE**

AGE: 27 BELGIUM
FOLLOW @THIERRYNEUVILLE
CO-DRIVER NICOLAS GILSOUL

HYUNDAI SHELL WORLD RALLY TEAM



SÉBASTIEN **OGIER**

AGE: 32 FRANCE
FOLLOW @SEBOGIER
CO-DRIVER JULIEN INGRASSA

VOLKSWAGEN MOTORSPORT



MADS **ØSTBERG**

AGE: 28 NORWAY
FOLLOW @MADSOSTBERG
CO-DRIVER OLA FLØENE

M-SPORT WORLD RALLY TEAM



HAYDEN **PADDON**

AGE: 28 NEW ZEALAND
FOLLOW @HAYDENPADDON
CO-DRIVER JOHN KENNARD

HYUNDAI SHELL WORLD RALLY TEAM



MARTIN **PROKOP**

AGE: 33 CZECH REPUBLIC
FOLLOW @PROKOPOFFICIAL
CO-DRIVER JAN TOMÁNEK

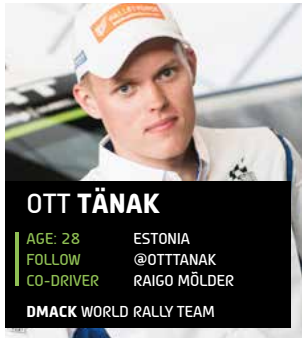
JIPOCAR CZECH NATIONAL TEAM



DANI **SORDO**

AGE: 32 SPAIN
FOLLOW @DANISORDO
CO-DRIVER MARC MARTI

HYUNDAI SHELL WORLD RALLY TEAM



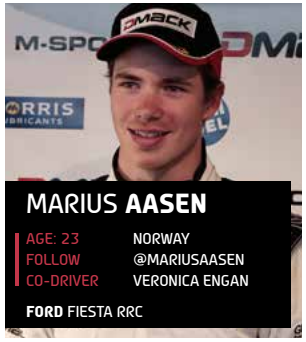
OTT **TÄNAK**

AGE: 28 ESTONIA
FOLLOW @OTTTANAK
CO-DRIVER RAIGO MÕLDER

DMACK WORLD RALLY TEAM

WRC 2 LEADING **DRIVERS**

This is a selection of the main protagonists of the WRC 2. Information correct as of 1 January 2016.



MARIUS **AASEN**

AGE: 23	NORWAY
FOLLOW	@MARIUSAASEN
CO-DRIVER	VERONICA ENGAN

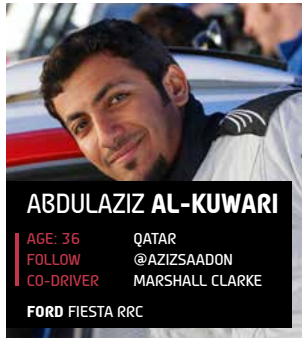
FORD FIESTA RRC



NASSER **AL-ATTIYAH**

AGE: 25	QATAR
FOLLOW	@ALATTIYAH
CO-DRIVER	MATHIEU BAUMEL

SKODA FABIA R5



ABDULAZIZ **AL-KUWARI**

AGE: 36	QATAR
FOLLOW	@AZIZSAADON
CO-DRIVER	MARSHALL CLARKE

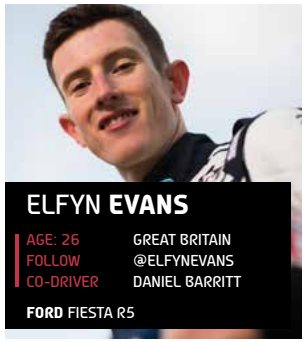
FORD FIESTA RRC



YOANN **BONATO**

AGE: 32	FRANCE
FOLLOW	@YOANNBONATO
CO-DRIVER	DENIS GIRAUDET

CITROËN DS 3



ELFYN **EVANS**

AGE: 26	GREAT BRITAIN
FOLLOW	@ELFYNEVANS
CO-DRIVER	DANIEL BARRITT

FORD FIESTA R5



NICOLAS **FUCHS**

AGE: 33	PERU
FOLLOW	@FUCHSRALLY
CO-DRIVER	FERNANDO MUSSANO

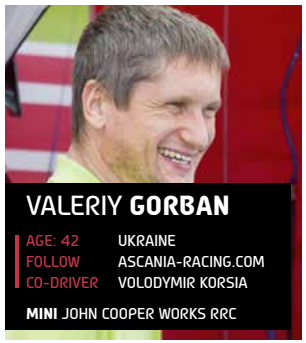
FORD FIESTA R5



QUENTIN **GILBERT**

AGE: 26	FRANCE
FOLLOW	@GILBERT_QUENTIN
CO-DRIVER	RENAUD JAMOUL

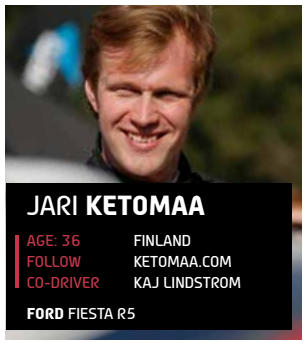
CITROËN DS 3



VALERIY **GORBAN**

AGE: 42	UKRAINE
FOLLOW	ASCANIA-RACING.COM
CO-DRIVER	VOLODYMIR KORSIA

MINI JOHN COOPER WORKS RRC



JARI **KETOMAA**

AGE: 36	FINLAND
FOLLOW	KETOMAA.COM
CO-DRIVER	KAJ LINDSTROM

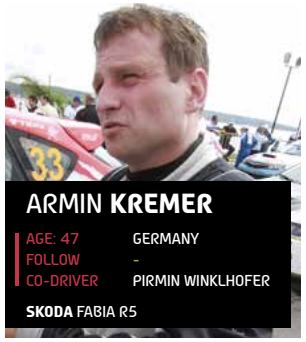
FORD FIESTA R5



JAN **KOPECKY**

AGE: 33	CZECH REPUBLIC
FOLLOW	MOTORSPORT-KOPECKY.CZ
CO-DRIVER	PAVEL DRESLER

SKODA FABIA R5



ARMIN **KREMER**

AGE: 47	GERMANY
FOLLOW	-
CO-DRIVER	PIRMIN WINKLHOFER

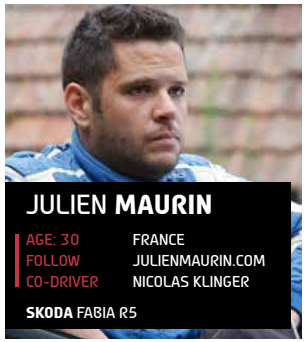
SKODA FABIA R5



ESAPEKKA **LAPPI**

AGE: 24	FINLAND
FOLLOW	@ESAPEKKALAPPI
CO-DRIVER	JANNE FERM

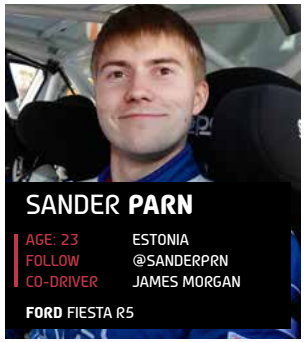
SKODA FABIA R5



JULIEN **MAURIN**

AGE: 30	FRANCE
FOLLOW	JULIENMAURIN.COM
CO-DRIVER	NICOLAS KLINGER

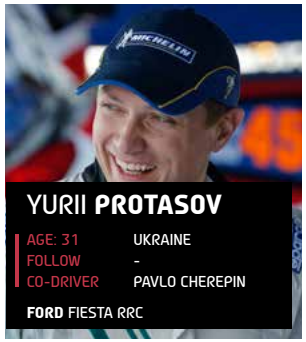
SKODA FABIA R5



SANDER **PARN**

AGE: 23	ESTONIA
FOLLOW	@SANDERPRN
CO-DRIVER	JAMES MORGAN

FORD FIESTA R5



YURII **PROTASOV**

AGE: 31	UKRAINE
FOLLOW	-
CO-DRIVER	PAVLO CHEREPIN

FORD FIESTA RRC



JOSÉ **SUÁREZ**

AGE: 25	SPAIN
FOLLOW	@JASUAREZOFICIAL
CO-DRIVER	CÁNDIDO CARRERA

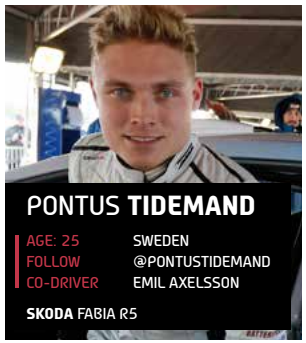
PEUGEOT 208 T16 R5



TEEMU **SUNINEN**

AGE: 21	FINLAND
FOLLOW	@TEEMUSUNINENRAC
CO-DRIVER	MIKKO MARKKULA

SKODA FABIA R5



PONTUS **TIDEMAND**

AGE: 25	SWEDEN
FOLLOW	@PONTUSTIDEMAND
CO-DRIVER	EMIL AXELSSON

SKODA FABIA R5

WRC CALENDAR **2016**



01 RALLYE MONTE-CARLO
21 JAN – 24 JAN

02 RALLY SWEDEN
11 FEB – 14 FEB

03 RALLY GUANAJUATO MÉXICO
03 MAR – 06 MAR

04 XION RALLY ARGENTINA
21 APR – 24 APR

05 VODAFONE RALLY DE PORTUGAL
19 MAY – 22 MAY

06 RALLY ITALIA SARDEGNA
9 JUN – 12 JUN

07 LOTOS 73RD RALLY POLAND
30 JUN – 03 JUL

08 NESTE RALLY FINLAND
28 JUL – 31 JUL

09 ADAC RALLYE DEUTSCHLAND
18 AUG – 21 AUG

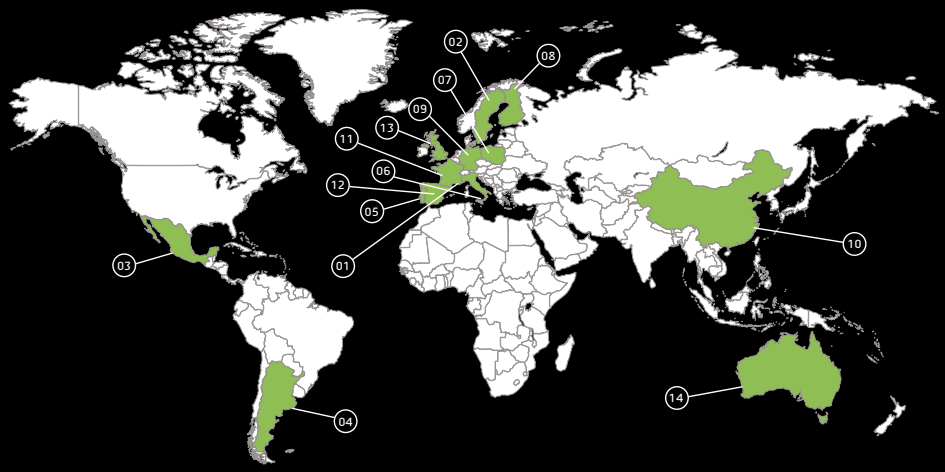
10 RALLY CHINA
08 SEP – 11 SEP

11 TOUR DE CORSE RALLYE DE FRANCE
29 SEP – 02 OCT

12 RALLYRACC – RALLY DE ESPANA
13 OCT – 16 OCT

13 WALES RALLY GB
27 OCT – 30 OCT

14 RALLY AUSTRALIA
17 NOV – 20 NOV



WRC TV



TV PRODUCTION

WRC TV provides a portfolio of HD programmes to capture the excitement and drama of the championship using the latest on-site editing equipment, high-tech onboard cameras and the best production team in the business.

EXPERIENCED ON-EVENT PRODUCTION TEAM ATTENDS ALL 14 ROUNDS

STATE-OF-THE-ART EDIT FACILITIES FOR RAPID PRODUCTION

HELICOPTER PROVIDES DRAMATIC AERIAL FOOTAGE

HIGH-TECH ONBOARD CAMERAS CAPTURE DRIVER'S EYE VIEW

QUICK RESPONSE TEAMS CHASE MAJOR INCIDENTS

EXPERT COMMENTATORS ANALYSE THE BIG STORIES

14 PREVIEW SHOWS (26 MINS) SPOTLIGHT EACH RALLY WITH ROUTE DATA, LATEST NEWS, BEHIND-THE-SCENES INTERVIEWS AND PREVIOUS ROUND REVIEW

14 EVENT HIGHLIGHTS (52 MINS) SUMMARISE STORY OF EACH ROUND

42 DAILY HIGHLIGHT SHOWS (26 MINS) WRAP UP THE ACTION, STORIES AND REACTIONS

31 LIVE STAGES (60 MINS) SHOWCASE KEY TESTS

14 LIVE TV POWER STAGES (60 MINS) CAPTURE EXCITING FINALE

ALMOST 100 NEWS FEEDS PROVIDE TWICE-DAILY UPDATES

775 MILLION
TV AUDIENCE

CUMULATIVE AUDIENCE **SINCE 2013**
+27%

9,150+
BROADCAST HOURS

BROADCAST HOURS **SINCE 2013**
+55%

KEY MARKETS

POLAND
FRANCE
SPAIN
FINLAND
PORTUGAL
ITALY
SWEDEN

50 BROADCASTERS IN **150** TV MARKETS

TV DISTRIBUTION

WRC's global TV audience has grown substantially in the period from 2013 – 2015 as fans enjoy shows featuring live coverage of key stages, daily highlights and post-event summary programmes.

WRC DIGITAL



WRC MEDIA EXPERIENCE

Through many and varied digital platforms, fans can enjoy WRC whenever, wherever and however they want.

WRC+

LIVE STAGES
24 hours live coverage

ONBOARD ACTION
> 5.3K onboard videos

LIVE MAPS
> 528 stages live tracking

FULL HIGHLIGHTS
> 2K mins of TV programmes

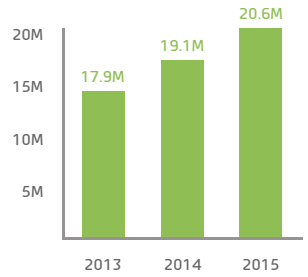
WRC.com

wrc.com is the home of the FIA World Rally Championship. It features news, results, event information, driver and team profiles and exciting action videos. During rallies wrc.com goes LIVE, offering fans free access to exclusive timing, text news updates and radio, as well as live footage from the service park.

WRC APPLICATION

The WRC's mobile app is available on Android and iOs devices. Besides exclusive LIVE content and news, it allows fans to access WRC+ whenever and wherever they are. Hundreds of thousands of downloads and a ranking of 4+ confirms the app is the best way to follow WRC on mobile devices.

WRC.COM SESSIONS GROWING PAST 3 SEASONS



193,000+
YOUTUBE SUBSCRIBERS
www.youtube.com/wrc

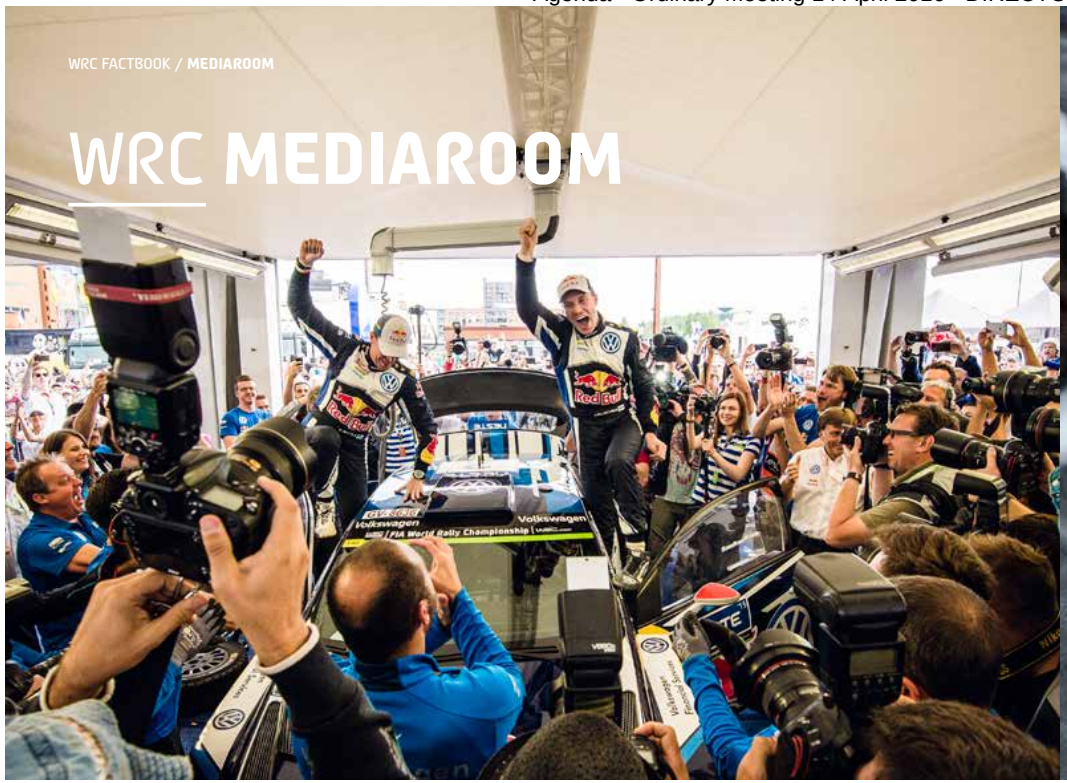
2+ MILLION
FACEBOOK LIKES
www.facebook.com/wrc

203,000+
TWITTER FOLLOWER
www.twitter.com/officialwrc

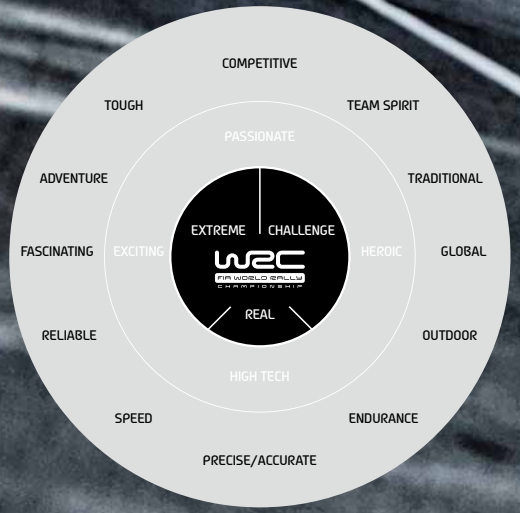
SOCIAL MEDIA

WRC is represented across all the major social media channels. An enthusiastic and engaged fanbase is the reason for the continued success.

WRC MEDIAROOM



WRC FANS



BRAND VALUES

MEDIA FACTS

Journalists worldwide cover WRC, both at rallies and off-event, to provide fans with the latest news and the championship media service offers a full range of assets to assist them.

OFFICIAL FIA WORLD RALLY CHAMPIONSHIP MEDIA ROOM AT **WWW.WRC.COM/MEDIAROOM**

WORDS, IMAGES, VIDEOS AVAILABLE FOR REGISTERED MEDIA TO DOWNLOAD

SEARCH FACILITY TO PIN-POINT SPECIFIC REQUIREMENTS

EASY REGISTRATION ONLINE

PUSH – PULL CONTENT SERVICE OFFERED

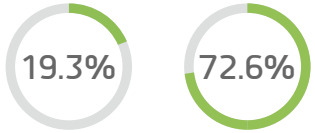
FACILITY USED BY REUTERS, MAIL ONLINE, FOX SPORTS, L'EQUIPE, BILD, TVNZ

1,300+	90	46,000
REGISTERED PUBLICATIONS	STORIES RELEASED	ASSETS DOWNLOADED

2,000 DIFFERENT PRODUCTS ORDERED

140 VIDEOS AVAILABLE | **2,300** IMAGES AVAILABLE

KEY **REGIONS**



NORTH- & SOUTH AMERICA

EUROPE

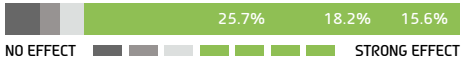
3,8 MILLION

SPECTATORS ATTENDED 13 WRC RALLIES IN 2015

8+ MILLION

FANS INTERACTED WITH OFFICIAL WRC DIGITAL AND SOCIAL MEDIA

WRC HAS A **POSITIVE EFFECT ON PURCHASE CONSIDERATION**





97%
3%

MAJORITY OF WRC FANS ARE AGED **BETWEEN 18-34 YEARS**

YEARS	<18	18-24	25-34	35-44	45-54	55-64	65+
%	4.5%	20.5%	33.3%	21.7%	12.2%	6.2%	1.6%

FAN FACTS

WRC Fans have told us the Brand Values they love most about WRC. They are very loyal to WRC and to the brands that are engaged in the Championship. WRC followers are generally male, and younger than for other motorsports. WRC employs a continuous research programme amongst fans on-line, and on events.

WRC SPONSORS



MICHELIN

best-of-rallylive.com

Michelin is the WRC's Official Tyre Partner and provides WRC Teams with high-quality competition rubber for maximum performance on gravel, asphalt, snow and ice. The French company's commitment to WRC demands endurance, safety and efficiency from its tyres, as well as outright performance.



DJI

dji.com

DJI became an official WRC supplier in 2016, offering audiences worldwide the opportunity to view the excitement of the championship from an amazing perspective via drone filming. As the market leader in advanced aerial photography systems, DJI brings unprecedented perspectives to the sport.



LEXAR

lexar.com

Lexar® is the official memory supplier to the FIA World Rally Championship and provides high-performance memory solutions to ensure the highest levels of efficiency in the WRC's TV production. Lexar memory cards, card readers, and USB flash drives provide the quality, speed, and endurance needed in the race against the clock to deliver content to broadcasters worldwide.

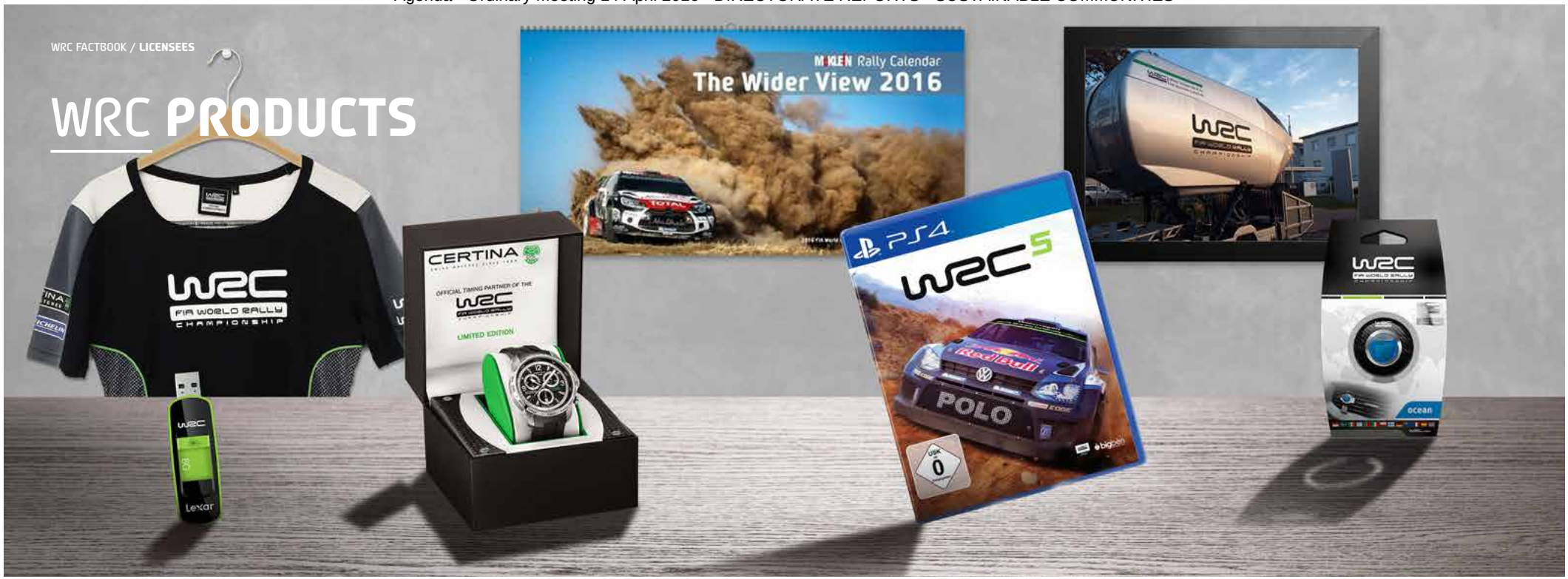


CERTINA

certina.com

Certina is the championship's official timekeeper and the Swiss sport watch brand has been closely associated with motorsport since the 1970s. In 2015 Certina designed a highly successful limited run of 5000 DS Podium Big Size Chronograph – WRC Limited Edition watches.

WRC **PRODUCTS**



WRC 5 – The Official Video Game

Unleash the Driver! WRC 5 is the official game of the 2015 season and for the first time features the eSports WRC. It is published by BigBen Interactive which is a leading player in the design, publishing and distribution of video games, peripherals, mobile accessories and audio products.

wrc-the-game.com

WRC Apparel & Gifts

A wide range of WRC branded clothing, accessories and gifts are available on events and on-line. These items are designed, produced and distributed by Performance Clothing, which has 2 decades of experience in the motor-sport merchandising business. Its web-shop stocks products from all major WRC teams.

wrcclothing.com

WRC Automotive Accessories

Impex offers a full range of wheel covers, carpets, seat covers, steering wheel covers and accessories with exclusive WRC designs, quality materials and premium finishes. A truly innovative company, Impex has some 4,000 custo-mers around the world who trust a partner that is always looking to take the lead.

impex-online.com/wrc-en

WRC Calendar

There is no other motorsports discipline that is as varied and spectacular as the WRC. And there is nobody out there who captures the sport as well as the McKlein photographers. For their breath-taking annual XXL wall calendar, they pick their very best pictures to show the beauty of today's WRC, where cars are driven right on the edge.

mckleinstore.com

WRC Simulator

Experience what it is like to be a co-driver in a world championship rally car. The WRC Simulators are mobile mul-ti-axis motion theatres and use actual in-car footage of WRC rally stages to bring you close to the action. Operated by Apollo Leisure, they attend many WRC events and are also available for hire.

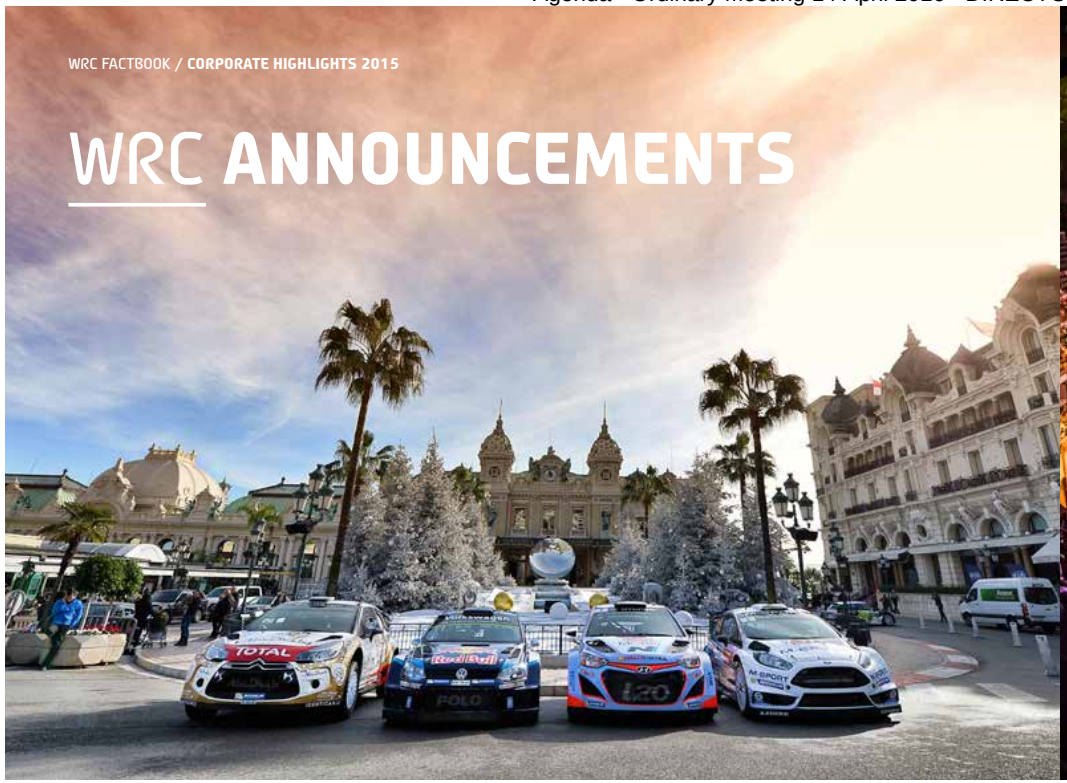
wrcsimulator.com

WRC Watch

With a carbon fiber dial and extreme precision, the limited edition WRC version by Certina is ready to go and cele-brates the third year of the partnership between Certina and WRC. Thanks to the precise Precidrive™ movement, the rally always begins on time - both in everyday life and on the track.

certina.com

WRC ANNOUNCEMENTS





WRC INTERACTIVE

SEASON LAUNCH

Impressions from the grand Season Opening Celebration in Monaco held before the start of the 83rd Rallye Automobile Monte-Carlo on Thursday 22 January 2015.





Celebrities from the worlds of entertainment and sport kick-started the 2015 season at a spectacular opening amid the glitz and glamour of Monte-Carlo's famous Place du Casino. Actor Idris Elba, Olympic pole vault gold medallist Renaud Lavillenie and ex-F1 star David Coulthard attended as guests enjoyed high-speed passenger rides around part of the Grand Prix street circuit.





eSPORTS WRC 2016

The 2016 eSports WRC Championship will bring together the best drivers on WRC 5, the official video game of the FIA World Rally Championship, for a season-long multi-player tournament that will run in parallel with the 2016 WRC season. The top 18 drivers from the competition will be invited to the final at Wales Rally GB to determine the inaugural world champions. eSports WRC will be available on Playstation 4, Xbox One and PC.





The drama and excitement of world class rally action will be replicated by global gamers following the launch of the 2016 eSports WRC Championship.

This announcement in December 2015 followed the successful launch in October of the WRC 5 game on PlayStation, Xbox and PC. The eSports WRC competition is organised by BigBen Interactive, publisher of WRC 5, in conjunction with ESL, the world's largest esports company.





MONTE-CARLO

www.acm.mc

Historic facts

OLDEST

First held in 1911 and oldest rally in the WRC calendar.

Historic facts

TOURISM

Designed to promote Monte-Carlo as a tourist location, entrants started in different cities and met in Monaco.

Historic facts

1966

Giant-killing Minis claimed the top three places but were disqualified for alleged headlight infringements.

2015 HAT-TRICK

Sébastien Ogier won season opener for the third time.

2015 LEGEND

Nine-time world champion Sébastien Loeb led on WRC return before crashing.

2015 KUBICA

Robert Kubica showed blistering pace to win four stages.

Host town
GAP

Surface
MIXED

first held
1911

2016 date
21.-24.01.

SWEDEN

www.rallysweden.com

Historic facts

SNOW

First run in 1950 as a summer event, it switched to a winter rally in 1965.

Historic facts

OUTSIDERS

Dominated by Nordic drivers and the only 'outsiders' to win are Frenchmen Sébastien Loeb and Sébastien Ogier.

Historic facts

FIVE

Stig Blomqvist and Marcus Grönholm top the roll of honour with five wins each.

2015 THRILLER

Titanic three-car tussle for victory through final snowbound live TV Power Stage.

2015 SPIN

Andreas Mikkelsen spun away maiden victory within sight of finish.

2015 VICTORY

Sébastien Ogier outgunned Thierry Neuville to win, with Mikkelsen third.

Host town
KARLSTAD

Surface
SNOW

first held
1950

2016 date
11.-14.02.





MEXICO

www.rallymexico.com

Historic facts

2004

A relative newcomer to WRC, having joined in 2004.

Historic facts

COMPACT

The 2007 rally was the shortest in WRC history with a total distance of less than 850km.

Historic facts

UNBEATEN

Sébastien Loeb scored six consecutive wins between 2006 and 2012 (the rally was absent in 2012).

Host town

LEÓN

Surface

GRAVEL

first held

1979

2016 date

03.-06.03.

2015 ESCAPE

Ott Tänak escaped injury after scrambling clear of car seconds before it sank after rolling into lake.

2015 RESCUE

M-Sport team winched Tänak's car from five-metre deep water to finish rally.

2015 TREBLE

Sébastien Ogier preserved unbeaten start to season with third win.

ARGENTINA

www.rallyargentina.com

Historic facts

NORTH

Tucumán province in the north of the country originally hosted the rally when it was called Rally Codasur.

Historic facts

SWITCH

It moved to its current home in Cordoba province in 1984.

Historic facts

CITY

Capital Buenos Aires' famous River Plate soccer stadium hosted a special stage in 2007.

Host town

VILLA CARLOS PAZ

Surface

GRAVEL

first held

1980

2016 date

21.-24.04.

2015 FIRST WIN

Kris Meeke scored maiden WRC victory to become first Briton to win since 2002.

2015 ONE-TWO

Citroën claimed first 1-2 finish for almost three years as Mads Østberg took second.

2015 PODIUM

Elfyn Evans netted career-best third.





PORTUGAL

www.rallyportugal.pt

Historic facts

FOUNDER

Portugal was one of the WRC's founding events in the inaugural 1973 championship.

Historic facts

ALGARVE

After seven editions in the southern Algarve region, the rally returned to its 'home' in the north in 2015.

Historic facts

AWARDS

Named Best Rally in the World on five occasions.

Host town

MATOSINHOS

Surface

GRAVEL

first held

1967

2016 date

19.-22.05.

2015 RETURN

Rally returned to north of country for first time since 2001.

2015 FANS

Huge crowds greeted event's return to spiritual home.

2015 LATVALA

Jari-Matti Latvala ended bleak sequence with first victory for six months.

ITALY

www.rallyalisardegna.com

Historic facts

FIORI

Formerly a mixed surface event based in Sanremo, and known as the Rally of the Flowers when first held in 1928.

Historic facts

FIRST

Michèle Mouton became the first and only woman to win a WRC round when she triumphed in 1981.

Historic facts

ISLAND

The rally moved to the Mediterranean island of Sardinia in 2004.

Host town

ALGHERO

Surface

GRAVEL

first held

1980

2016 date

09.-12.06.

2015 RUNNER-UP

Hayden Paddon claimed breakthrough second place in Hyundai i20.

2015 DETERMINED

Kiwi held off Sébastien Ogier for almost two days.

2015 GRUELLING

Rock-strewn gravel tracks took heavy toll on frontrunners.





POLAND

www.rallypoland.pl

Historic facts

1921

First established in 1921, Rally Poland is one of the world's oldest rallies.

Historic facts

ORIGINAL

It was included in the inaugural WRC season in 1973 when there were only three classified finishers.

Historic facts

TIME

In 2014 it became the first WRC event to run across two time zones after crossing into Lithuania.

Host town

MIKOLAJKI

Surface

GRAVEL

first held

1921

2016 date

30.06.-03.07.

2015 FIVE

Sébastien Ogier secured fifth victory in seven rounds.

2015 BEST

Ott Tänak matched career-best third after Jari-Matti Latvala crashed in final stage.

2015 HEAT

Blistering temperatures made tyre choice decisive.

FINLAND

www.nesteoilrallyfinland.fi

Historic facts

DECIDER

Dates back to 1951 when it was launched as a means of deciding the Finnish entries for Rallye Monte-Carlo.

Historic facts

NAME

It took on the name 1000 Lakes Rally and was included in the calendar for the WRC in its first year in 1973.

Historic facts

FINNS

Dominated by Finnish drivers who have won 54 of 65 editions, led by Hannu Mikkola and Marcus Grönholm (7 wins).

Host town

JYVÄSKYLÄ

Surface

GRAVEL

first held

1951

2016 date

28.-31.07.

2015 RECORD

Jari-Matti Latvala won fastest rally in WRC history at average speed of 125.44kph.

2015 LEADERS

Sébastien Ogier and Kris Meeke led before Latvala took 14th career victory.

2015 CRASH

Thierry Neuville finished fourth after Hyundai rebuilt i20 following shakedown shunt.

Attachment 1





GERMANY

www.adac-rallye-deutschland.de

Historic facts

EURO

The rally was originally part of the European Championship.

Historic facts

2002

It joined the WRC in 2002.

Historic facts

DOMINANT

Citroën won the first 11 WRC editions with Sébastien Loeb (9 wins), Sébastien Ogier and Dani Sordo (1 win).

Host town
TRIER

Surface
ASPHALT

first held
1982

2016 date
18.-21.08.

2015 LOCKOUT

Volkswagen took podium lockout to end home round jinx.

2015 1-2-3

Sébastien Ogier headed Jari-Matti Latvala with Andreas Mikkelsen third.

2015 ALONE

Elfyn Evans prevented Volkswagen clean sweep of stage wins.

CHINA

www.wrc.com

Historic facts

DEBUT

First appeared in the WRC in 1999 as a gravel rally.

Historic facts

DROPPED

Left after just one season and returned to the Asia Pacific Rally Championship.

Historic facts

RETURN

Restored to the WRC for 2016, but this time as an asphalt event.

Host town
HUAIROU

Surface
ASPHALT

first held
1999

2016 date
08.-11.09.

1999 VICTORY

Didier Auriol claimed his 19th WRC win driving a Toyota Corolla WRC.

1999 ATTRITION

Just 25 of the 67 starters finished.

1999 NUMBERS

It was the WRC's first China Rally, but the 316th WRC event since the championship began.





FRANCE

www.rallyedefrance.com

Historic facts

ISLAND

France's WRC round was held on the Mediterranean island of Corsica from 1973 to 2008.

Historic facts

TWISTING

Never-ending sequences of asphalt turns earned the event the nickname 'The Rally of 10,000 Corners'.

Historic facts

MOUNTAINS

Moved to the Alsace region of the French mainland in 2010 before returning to the mountain island in 2015.

Host town

AJACCIO

Surface

ASPHALT

first held

1982

2016 date

29.09.-02.10.

2015 RETURN

WRC returned to Corsica for first time since 2008.

2015 STORMY

Storms and floods left narrow mountain roads in treacherous condition.

2015 LATVALA

Jari-Matti Latvala became only second Finn to win the island event.

SPAIN

www.rallyracc.com

Historic facts

1957

First run in 1957 and included in the European Championship from 1975.

Historic facts

ASPHALT

Entered the WRC in 1991 when it was based on the asphalt roads of the Costa Brava near Lloret de Mar.

Historic facts

MIXED

Relocated to Salou in 2002 and developed into a mixed surface event in 2010.

Host town

SALOU

Surface

MIXED

first held

1951

2016 date

13.-16.10.

2015 GRIPPING

Andreas Mikkelsen scored maiden win after dramatic final live TV Power Stage.

2015 CRASH

Sébastien Ogier crashed out of lead just 4km from finish.

2015 THIRD

Dani Sordo took final podium place at home event.





GREAT BRITAIN

www.walesrallygb.com

Historic facts

367

Founded in 1932, 367 crews entered the inaugural Royal Automobile Club Rally.

Historic facts

WALES

Formerly included loops around England, Scotland and Wales but has been based solely in Wales since 2000.

Historic facts

INSIDE

Cardiff's Millennium Stadium hosted the WRC's first indoor stage in 2005.

Host town

DEESIDE

Surface

GRAVEL

first held

1932

2016 date

27.-30.10.

2015 FIERCE

Rally ran as planned despite torrential rain and gale force winds in Welsh forests.

2015 MCRAE

Event celebrated 20th anniversary of Colin McRae winning world title on home ground.

2015 EMOTIONAL

Winner Sébastien Ogier dedicated victory to victims of Paris terrorist attacks.

AUSTRALIA

www.rallyaustralia.com.au

Historic facts

WEST

Australia hosted WRC from 1989 to 2006 in the west coast city of Perth.

Historic facts

THE BEST

It won the accolade for the championship's best rally three times in the late 1990s.

Historic facts

COFFS

The rally moved to the east coast in New South Wales in 2009 and was relocated to Coffs Harbour in 2011.

Host town

COFFS HARBOUR

Surface

GRAVEL

first held

1988

2016 date

17.-20.11.

2015 CHAMPION

Sébastien Ogier secured third consecutive drivers' title with victory.

2015 ELITE

Ogier joined Sébastien Loeb, Juha Kankkunen and Tommi Mäkinen as only drivers to have won title more than twice.

2015 THREE

Volkswagen won third straight manufacturers' crown.





WRC CONTACT

FIA GOLDEN RULES

I WANT TO BE SAFE

I PROMISE TO:

BELT UP
all passengers are my responsibility

RESPECT THE HIGHWAY CODE
rules are there to protect us all

OBEY THE SPEED LIMIT
my car is made of metal, pedestrians and children are not

CHECK MY TYRES
both for wear and for correct inflation, including the spare

DRIVE SOBER
when I am drunk or on drugs, I am a danger on the road

PROTECT MY CHILDREN
keep them safe in car seats

PAY ATTENTION
calling and texting make me dangerous

STOP WHEN I'M TIRED
getting there late is better than not at all

WEAR A HELMET
motorbikes and bicycles don't protect my head

BE COURTEOUS AND CONSIDERATE
respect other drivers

The FIA supports the UN Decade of Action for Road Safety

www.fia.com/campaigns | facebook.com/fiaactionforroadsafety

WRC PROMOTER

WRC Promoter GmbH is a joint company of **Red Bull Media House** and the **sportsman media holding.**

It is responsible for all commercial aspects of the FIA World Rally Championship, including broadcast formats, TV production and the marketing of global media and sponsorship rights. The promoter also has responsibility to increase the field of participants and to propose the venues that form the FIA WRC calendar.

Red Bull MEDIA HOUSE

redbullmediahouse.com

SPORTSMAN the media group

thesportsmanholding.com

Photography: ESL France, Fotolia, Jeff Cable Photography, McKlein, Red Bull Contentpool, @World
Design: EAZEE Designstudio **eazee-design.de**

COMPANY DETAILS

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Liebherrstrasse 22
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Web: wrc.com

WRC PROMOTER

REPORT TO ORDINARY COUNCIL MEETING

COMMITTEE MEMBERSHIP – LOWANNA COMMUNITY HALL FACILITY MANAGEMENT COMMITTEE

REPORTING OFFICER:	Community Development Officer - Committees
DIRECTOR:	Acting Director Sustainable Communities
COFFS HARBOUR 2030:	LC1.1 Build pride and identity in Coffs Harbour as a community and a place LC1.4 Promote a caring, inclusive and cohesive community PL2.2 Provide public spaces and facilities that are accessible and safe for all
ATTACHMENTS:	Nil

Recommendation:

That Council appoint the following committee member nominee, Helen Dice, to the Lowanna Community Hall Facility Management Committee.

EXECUTIVE SUMMARY

To recommend to Council the appointment of a community member to the facility management committee.

REPORT

Description of Item:

This report seeks approval from Council for appointment to the Lowanna Community Hall Facility Management Committee.

Issues:

The community member has expressed interest in participating on this committee. The nomination has been approved for recommendation to Council at the most recent committee meeting:

Lowanna Community Hall Facility Management Committee – Helen Dice

Community committees reflect Council's commitment to actively engage and utilise the expertise within its community. We value the voluntary contribution of our committee members and recommend Council to accept this nomination.

Options:

1. Adopt the recommendation provided to Council – this would enable the continued effective operations of the management committee at this facility and allow Council to engage the expertise of these volunteers
2. Amend the recommendations or seek clarification – Council may wish to be provided with further information on a particular facility or applicant. In this case the committee member application would be put on hold until more detailed information could be brought back to Council to allow for adoption
3. Reject the recommendation provided to Council – this may result in Council missing the opportunity to effectively engage the volunteer assistance of this community member. Council would also need to provide sound justification for rejecting a particular application as it has been considered by the existing management committee which has given its support to this nomination.

Sustainability Assessment:

- **Environment**

  There are no environmental issues associated with this report.

- **Social**

  The valuable contribution made by community members in the various roles of management and advisory committees adds to Coffs Harbour's significant social capital and sense of connectedness.

- **Civic Leadership**

  This approach is addressed in Coffs Harbour 2030 through:

  LC1.1 Build pride and identity in Coffs Harbour as a community and a place
  LC1.4 Promote a caring, inclusive and cohesive community
  PL2.2 Provide public spaces and facilities that are accessible and safe for all

- **Economic**

  Broader Economic Implications

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

  Delivery Program/Operational Plan Implications

  There are no Delivery Program or Operational Plan implications from the recommendations in this report. However, the time and assistance given to Council by volunteers represents significant cost savings to the organisation.

Risk Analysis:

There are no specific risks associated with the appointment of committee members to these committees.

Consultation:

Consultation has been undertaken with the existing members of the committee.

Related Policy, Precedents and / or Statutory Requirements:

This process is in line with precedents set in the past and addresses the requirements under the Local Government Act, Section 355.

Implementation Date / Priority:

The relevant committee and prospective member will be notified immediately following Council's decision.

Conclusion:

Council appreciates the work that the committee and the volunteers contribute to our community and this report seeks approval from Council for the appointment of a new member.

REPORT TO ORDINARY COUNCIL MEETING

SECOND ROUND OF 2015-2016 COMMUNITY CAPITAL INFRASTRUCTURE GRANTS PROGRAM

REPORTING OFFICER: Community Planning and Engagement Specialist
DIRECTOR: Acting Director Sustainable Communities
COFFS HARBOUR 2030: PL 2.2 Provide public spaces and facilities that are accessible and safe for all
ATTACHMENTS: Nil

Recommendation:

That Council approve the allocation of Community Capital Infrastructure Grants totalling $117,600 as follows:

Organisation	Proposed project	Total cost of project	Council funding recommended
Sawtell & Districts BMX Club Inc.	BMX Track Starting Gate Upgrade	$34,085	$17,000
Coffs Harbour Men's Shed Inc.	Stage 1 - Construction of Slab and Groundworks for Men's Shed Facility	$135,000	$67,500
Sawtell Croquet Club Inc.	Construction of a new Croquet Lawn	$115,521	$20,000
Sawtell Toormina Sports Recreation Club Inc.	Ridged All Weather Shade Shelter at Rex Hardaker Oval	$35,996	$13,100
Total:			**$117,600**

EXECUTIVE SUMMARY

In the 2015/16 Operational Plan an amount of $200,000 was made available to fund community infrastructure projects. Council sought applications from not-for-profit organisations seeking to construct new public facilities or to refurbish existing infrastructure, in consultation with Council.

Nine applications were approved in the first round, totalling $82,400, and the balance of $117,600 was approved for a second round in February 2016.

Six applications, requesting $136,603 from the grant, were received in round 2 for proposed projects to the value of $230,047. Council considered all applications for capital funding in accordance with the assessment criteria and four applications are recommended for funding.

REPORT

Description of Item:

The Community Capital Infrastructure Grants Program is a source of funds that community groups can access for capital improvement works.

The objectives of the Community Capital Infrastructure Grants Program are to ensure that:

1. Council assists in the provision of innovative community projects that target community needs and result in direct benefits to the wider community.
2. Council assists in increasing participation in, and accessibility and range of, community organisations for the residents of the Coffs Harbour City Council area.
3. Council has a consistent, equitable and transparent process to respond to requests by community organisations for funding of capital infrastructure.
4. Partnerships and joint ventures are encouraged to maximise outcomes from limited resources.

This program is designed to assist with the development of public infrastructure. Projects should have a strong community benefit that is clearly identifiable and where possible quantifiable.

The initial Community Grants Program commenced in 2013/14 with a budget allocation of $100,000, with the Program potentially building to $300,000 in 2016/17. The 2015/16 Program has a budget allocation of $200,000.

In the first round, thirteen applications were received for the 2015/16 Program totalling $148,792 for proposed projects to the value of $303.430, with funding approved for nine applications to the value of $82,400. A second round of funding was approved for February 2016 for the remaining $117,600 and a further six applications were received for proposed projects to the value of $230,047.

Council considered all applications for capital funding in accordance with the assessment criteria, with the recommended applications for funding determined on merit.

To be eligible for funding under the Community Capital Infrastructure Grants Program, the applicant was required to demonstrate co-funding to a minimum of 50%. This co-funding could be in cash, grants, in-kind labour, materials supply or other, with the proviso that the applicant is required to make at least a 20% financial cash contribution.

Applicants for this program were encouraged to seek alternate grant funding where available, and a “How to Get that Grant” workshop was held on 4 July 2015, to assist applicants to access alternative grant funds. The Community Capital Infrastructure Grants Program, whilst not precluding any smaller projects in the community, represents a larger funding pool available to community organisations wishing to leverage grant funding for larger infrastructure projects.

As a component of the application process, Council sought detailed project plans, financial budgets and a variety of documents and reports from applicants. Applications under this program were required to be well formed, with demonstrated acceptance and commitment from the applicant organisation, rather than being simply a ‘good idea’.

All projects must be completed within one year of the organisation receiving the funds, in accordance with the timeframe set in the application, and Council will require formal acquittal of the grant for all funding in excess of $20,000.

Council requires as a condition of the grant that the successful applicant will assume all normal commercial responsibility including public risk and/or any other appropriate insurance cover for the project.

Issues:

Distribution of the funding within the Community Capital Infrastructure Grants Program is recommended by an assessment panel and based on eligibility, merit of the project in accordance with the triple-bottom line assessment (taking in to account social, economic and environmental factors), and the ability of the applicant organisation to manage the project.

The guidelines for the Community Capital Infrastructure Grants Program, includes assessment criteria and a scoring process.

Of the six applications received for the Second Round of the 2015/16 Program, four proposals are recommended for funding.

The following table lists those projects recommended by the Assessment Panel.

Organisation	Proposed Project	Total cost of project	Council funding recommended
Sawtell & Districts BMX Club Inc.	BMX Track Starting Gate Upgrade	$34,085	$17,000
Coffs Harbour Men's Shed Inc.	Stage 1 - Construction of Slab and Groundworks for Men's Shed Facility	$135,000	$67,500
Sawtell Croquet Club Inc.	Construction of a new Croquet Lawn	$115,521	$20,000
Sawtell Toormina Sports Recreation Club Inc.	Ridged All Weather Shade Shelter at Rex Hardaker Oval	$35,996	$13,100
Total:			**$117,600**

Sawtell & Districts BMX Club Inc

The Sawtell & Districts BMX Club Inc. has previously received funding from Council to upgrade the track to competition standard and minimize the maintenance for volunteers. The Club has applied under the current round of funding for a grant to replace the current starting gate, which is a heavy drop gate lighted by a compressor and hydraulics; with a barrel gate. Barrel gates are the preferred start gate as they are safer, considerably quieter and do not drop onto the cavity slab, reducing the damage to the surrounding concrete slab. Replacement of the starting gate with a barrel gate will also improve the standard of the track and facilitate the growth of the sport not only at a local level but at a State level with the hosting of a NSW State Round.

Coffs Harbour Men's Shed Inc

The Coffs Harbour Men's Shed Inc. has been raising funds in the local community for many years with the aim of constructing a Men's Shed facility. Council has provided a suitable site for this custom built secure facility in Howard Street, Coffs Harbour. The Coffs Harbour Community Men's Shed presently has 80 members and is an important meeting place which provides a friendly environment for men of different ages and cultures to come together to socialise, share life experiences and skills.

The project has raised $30,000 from fundraising efforts and has attracted ongoing support from the Rotary and Lions Clubs, licenced venues, NSW TAFE and the Australian Men's Shed Association. The Coffs Harbour Men's Shed Inc. has also been successful in achieving a grant of $67,500 from the NSW Family and Community Services Community Building Partnership Program.

The total cost of constructing the Coffs Harbour Men's Shed facility is $335,000, inclusive of a workshop, office space, barbeque and kitchen facilities, and a quiet communal area. Stage One of the project is $135,000 for the preliminary site works and construction of the slab on the site. Later stages are to commence as funding becomes available.

Sawtell Croquet Club Inc

The application by Sawtell Croquet Club Inc. is for the construction of a third croquet championship court which includes extensions to the irrigation system and fencing of the area. The Club have been successful in obtaining a grant of $10,000 for this project, in addition to funds accumulated by Club members. The Club is seeking a grant of $20,000 for a project valued at $115,521. This project is also subject to approval of a licence by Council at the meeting of 14 April 2016.

Sawtell Toormina Sports Recreation Club Inc

The Sawtell Toormina Sport & Recreation Club Inc (STSARC) has made an application for funding of $17,340 towards the construction of an all-weather shelter for spectators and participants at Rex Hardaker Oval. An application for this project was received in the first round of funding however several issues relating to drainage were apparent and the organisation has worked with Council to resolve these issues prior to a resubmission of their application in this second round. Due to limited available funds, funding of $13,100 is recommended.

The following table lists those projects not recommended for funding by the assessment panel.

Organisation	Proposed project	Total cost of project	Council funding recommended
Woolgoolga Regional Community Garden Association Inc.	Construction of Composting Toilet Facility	$10,042	$0
Coffs Harbour Creative Arts Group	Stage 1 of Toilet, Kitchen and Storage Area	$19,402	$0
Total:		**$29,444**	

Two of the grant applications are not recommended for funding in the current round due to outstanding issues that need to be resolved prior to funding. In these instances, Council will continue to work in consultation with these organisations to resolve these issues so they may resubmit their applications in subsequent funding rounds.

Options:

There are several options that may be considered by Council including:

1. Adopt the recommendation provided to Council. This option provides for the optimal distribution of grant funding based on the submissions received and the assessment process.
2. Amend the recommendation provided to Council and then adopt. As a budget is established in the Operational Plan for this Program for $200,000 amendment of the recommendation is likely to involve the redistribution of these funds.
3. Reject the recommendation provided to Council. Selection of this option requires that Council cannot distribute the grants to the community. As a consequence, the applicant sporting and cultural groups who applied for grant funding would be required to fund their projects from other sources.

Sustainability Assessment:

- **Environment**

  Council assesses the merit of each project based on the impact of the surrounding environment. Council also considered the location of the proposed projects in terms of community amenity and acceptance.

- **Social**

  Applicants are required to identify both the community benefit and need provided by the project; and how this benefit has been determined or quantified. This may be by providing new infrastructure or refurbishing existing infrastructure.

- **Civic Leadership**

  This approach is addressed in Coffs Harbour 2030 through PL 2.2 ‘Provide public spaces and facilities that are accessible and safe for all’.

- **Economic**

  Broader Economic Implications

  The assessment of projects under the Program is based on:

  - Each project’s capital costs, the total lifecycle or maintenance costs, and value for money; and
  - The economic benefits that may exist due to the projects, which may be a reduction on other costs or income derived.

  Delivery Program/Operational Plan Implications

  The Community Capital Infrastructure Grants Program is funded as part of the Community Facilities Program Special Rate Variation.

The funds for this Program are included in the 2015/16 Operational Plan.

Risk Analysis:

The guidelines for this Program includes clauses requiring applicants to have in place public liability insurance (minimum $20m), personal injury income protection for volunteer insurance and/or any other appropriate insurance cover for the project. Council is to be noted as an interested party on all insurance certificates for the purpose of the grant.

The Program's guidelines also require that all works are carried out in a safe work environment in accordance with the Work Health and Safety Act, Regulations and Codes of Practice. Only licensed contractors are to undertake related works to the project. Council also reserves the right to pre-approve contractors for the project.

The guidelines for the Program include provisions relating to financial reporting, governance and a structured schedule to ensure that grantees fulfill the objectives of their application. A formal acquittal of the grant is required on completion of the project.

Consultation:

The report has been developed through a consultative process that has included input from a range of Council officers and an assessment panel.

Related Policy, Precedents and / or Statutory Requirements:

Council is required to account for the special rates expenditure raised through the Community Facilities Program's Special Rate Variation and details are provided in Councils Annual Report.

Implementation Date / Priority:

Grant funding will be made available to recipients as soon as possible.

Conclusion:

The Community Capital Infrastructure Grants Program is a funding initiative that assists Council to work in partnership with not-for-profit organisations to deliver projects that improve public infrastructure.

REPORT TO ORDINARY COUNCIL MEETING

CULTURAL FACILITY DEVELOPMENT - LIBRARY AND GALLERY PLANNING ADVISORY GROUP

REPORTING OFFICER:	Group Leader, Community and Cultural Services
DIRECTOR:	Acting Director Sustainable Communities
COFFS HARBOUR 2030:	LP 1.2 Promote the Local Government area as a lifestyle location for e-workers. LP 3.2 Develop the city centre as a social and cultural focus for Coffs Harbour LP 5.1 Promote and support a culture of lifelong learning. LC 4 We have many opportunities to enjoy life together LC 1.1 Build pride and identity in Coffs Harbour as a community and a place. LC 1.6 Promote opportunities for all to fulfill their potential. LC 4.1 Support local artistic and cultural expression. LC 4.2 Support opportunities for artistic and cultural growth and enjoyment
ATTACHMENTS:	ATT1 CONFIDENTIAL Applicants and Invitees LGPAG

Recommendation:

That Council:

1. **Appoints the following:**

   Ms Heather McKinnon
   Mr Garry Murray
   Ms Leonie Henschke
   Mrs Judith Hibberd
   Mr John Murray
   Mr Rod McKelvey

   to membership of the Library and Gallery Planning Advisory Group.

2. **Appoints three Councillors (one as Chair) of the Library and Gallery Planning Advisory Group.**
3. **Notes the timeframes in which subsequent reports will be available.**

EXECUTIVE SUMMARY

This report recommends six nominees for the Library and Gallery Planning Advisory Group (LGPAG) which will form a key component of community engagement supporting the development of these new facilities.

The nomination of three Councillors (one as Chair) is also requested to complete the LGPAG membership.

One of the first considerations to be discussed with this Group will be the Advisory Group Terms of Reference and the proposed site for the library and gallery development, which is intended to be the subject of reports to Council in May 2016.



REPORT TO ORDINARY COUNCIL MEETING

It is anticipated that a further update following completion of the first stage of community engagement will be subject of a Council report by August 2016.

The final feasibility report outlining the detailed facility research and concept planning is expected to be tabled for Council's consideration in late 2016.

REPORT

Description of Item:

At its meeting of 26 November 2015, Council resolved the following:

1. *That Council commence detailed facility research and concept planning for an expanded Harry Bailey Memorial Library and Coffs Harbour Regional Gallery facilities including:*
   - *1.1 Development of functional specifications to meet future facility and population needs;*
   - *1.2 Assessment of CBD sites and co-location options;*
   - *1.3 Preparation of an overall concept and elevation plans;*
   - *1.4 Concept estimate to include costs relating to the site, construction, fit out, landscaping, civil works and professional fees;*
   - *1.5 Ongoing and full lifecycle costing;*
   - *1.6 Funding options and recommended strategy; and*
   - *1.7 Community and staff engagement.*
2. *That Council allocates $120,000 for the detailed facility research and concept planning for an expanded Harry Bailey Memorial Library and Coffs Harbour Regional Gallery facilities to be allocated from the Future Fund in the next Monthly Budget Review.*
3. *That the outcomes of this research and concept planning will be the subject of a further Council report planned for mid-2016.*

A cross-divisional project team has been formed to progress this project.

This report both addresses the requirement outlined in the above resolution and outlines the further research required to put a full report to Council, sufficient for a fully informed decision for the next steps for library and gallery facility development.

Issues:

1. Library and Gallery Planning Advisory Group(LGPAG)

The role of the LGPAG is to provide community feedback about this facility development and its role is advisory only.

The opportunity to apply to become a member of the LGPAG was publically advertised on Wednesday 24 February 2016 via the Coffs Harbour Advocate. It was also promoted in the Arts and Culture What's On e-newsletter as well as to the Friends of the Art Gallery and the users of the Coffs Harbour libraries. Applications closed on Wednesday, 9 March 2016.

Appointment to the LGPAG is a selective process intended to achieve diverse community representation. Individuals are not appointed as representatives of any organisation but in their own right. It was also indicated in the advertising that people who can bring particular experience or skills to the group might be directly invited to join the LGPAG.

Details of applicants and invitees are listed in Confidential Attachment 1. They are a confidential attachment as they contain personal and private information that is not appropriate to be fully disclosed under the Privacy and Personal Information Protection Act.

The following applicants and invitees are recommended for appointment:

- Ms Heather McKinnon
- Mr Garry Murray
- Ms Leonie Henschke
- Mrs Judith Hibberd
- Mr John Murray
- Mr Rod McKelvey
- 3 Councillors

The draft Terms of Reference will be considered by the LGPAG at the inception meeting and submitted to Council in May 2016.

2. Councillor Membership and Chair

It is recommended that Councillors sit on the LGPAG. Three Councillor nominations (one as Chair) are requested.

3. Location

The resolution of 26 November 2015 referred to the assessment of sites in the CBD. The first issue under consideration by the project team is the site for the new facilities as other considerations, such as cost and design, are heavily influenced by its location and size. A site selection report is being prepared for discussion with the LGPAG in late April 2016. A report to Council on the recommended site is anticipated in May 2016.

4. Community Engagement

Community engagement commenced with the Library Strategic Plan and Cultural Plan 2013-2016 and the community cultural facilities engagement processes in 2012, 2013 and 2014. Further engagement is planned to start in late May 2016, once the site is identified and endorsed by Council. The focus of this first phase of engagement will be to identify the services and aspects of the new facilities of most interest and value to the community and any barriers to use of both current and future facilities. This information will also feed into ongoing service improvements in the existing facilities.

5. Timeframe

Due to operational resourcing it has been determined that a project management resource will be required to progress the project after site selection. The project manager will progress the building aspects of the project including sketch plans and a quantity survey, in association with the existing cross-divisional project team.

It is anticipated that a further update following completion of the first stage of community engagement will be subject of a Council report by August 2016.

Given the circumstances outlined above the final feasibility report outlining the detailed facility research and concept planning is expected to be tabled for Council's consideration in late 2016 rather than mid 2016 as originally advised.

Options:

1. Adopt the recommended appointees to the membership of the LGPAG.
2. Amend the recommended appointees to the membership of the LGPAG from those listed in Attachment 1.

3. Reject the recommended appointees to the membership of the LGPAG. This option would significantly delay the library/gallery planning project and in particular site selection as membership of the Group would need to be readvertised.

Sustainability Assessment:

- **Environment**

  Given that the scale and site of building and services required for this project is as yet undefined, it is not possible to assess full environmental impacts at this stage.

- **Social**

  Both the existing central library and regional gallery provide clear social, economic and cultural benefits and outcomes to the community. The planned expansion of facilities enables these social, economic and cultural outcomes to continue with an increasing and diverse population and addresses areas of need clearly identified in both existing library and cultural strategic plans.

- **Civic Leadership**

  Civic leadership is shown through the ongoing implementation of the Coffs Harbour 2030 which includes the following objectives:

  - LP 3 Our city centre is a place where people can live, work and play.

  Specific strategies addressed by this project include:

  - LP 1.2 Promote the Local Government area as a lifestyle location for e-workers.
  - LP 3.2 Develop the city centre as a social and cultural focus for Coffs Harbour.
  - LP 5.1 Promote and support a culture of lifelong learning.
  - LC 1.1 Build pride and identity in Coffs Harbour as a community and a place.
  - LC 1.6 Promote opportunities for all to fulfill their potential.
  - LC 4.1 Support local artistic and cultural expression.
  - LC 4.2 Support opportunities for artistic and cultural growth and enjoyment.

- **Economic**

  Broader Economic Implications

  Should the project proceed to the construction phase it will have a positive impact on construction employment in Coffs Harbour and continue to contribute to the CBD Masterplan objectives.

  A larger regional gallery is likely to have a positive benefit in cultural tourism expenditure in the locale.

  Delivery Program/Operational Plan Implications

  Capital Costs

  Full costing of the facility or facilities form part of the research and concept planning that will be included in the final feasibility report.

  Identification of funding sources and a complete fundraising strategy will be included in the final feasibility report.

Recurrent Costs

Future operational and staffing costs and asset lifecycle costing for any proposed facility will be included in the final feasibility report.

Research and Concept Planning Project Costs

The cost for the current research and concept planning project is estimated at $120,000. This has been funded from the Future Fund for the 2015/16 and 2016/2017 budgets.

Risk Analysis:

Implementation of the steps outlined in this report is essentially risk mitigation for the larger project, i.e. the development of the facilities themselves, through the procurement of specialist and expert advice.

Consultation:

- Internal consultation including all Directorates.
- The first phase of community engagement is planned to commence late May 2016 with further engagement when the draft concept plans and costing has been finalised.

Related Policy, Precedents and / or Statutory Requirements:

- The Cultural Policy and Cultural Plan 2013 -2016
- The Coffs Harbour City Library Strategic Plan 2012-16

Implementation Date / Priority:

LGPAG to commence immediately.

Research and concept planning project work has begun and the final report is now anticipated for late 2016.

Conclusion:

This report recommends six nominees for the LGPAG which will form a key component of community engagement supporting the development of these new facilities.

The nomination of three Councillors (one as Chair) is also requested to complete the LGPAG membership.

One of the first considerations to be discussed with this Group will be the proposed site for the library and gallery development, which is intended to be the subject of a report to Council in May 2016.

It is anticipated that a further update following completion of the first stage of community engagement will be subject of a Council report by August 2016.

The final feasibility report outlining the detailed facility research and concept planning is expected to be tabled for Council's consideration in late 2016.

REPORT TO ORDINARY COUNCIL MEETING

APPOINTMENT OF CULTURAL REFERENCE GROUP MEMBERS AND CULTURAL STRATEGIC PLAN 2017-2022 UPDATE

REPORTING OFFICER:	Group Leader, Community and Cultural Services
DIRECTOR:	Acting Director, Sustainable Communities
COFFS HARBOUR 2030:	LP 3.2 Develop the city centre as a social and cultural focus for Coffs Harbour LP 1.2 Promote the Local Government area as a lifestyle location for e-workers LP 3.2 Develop the city centre as a social and cultural focus for Coffs Harbour LP 5.1 Promote and support a culture of lifelong learning LC 4 We have many opportunities to enjoy life together LC 1.1 Build pride and identity in Coffs Harbour as a community and a place LC 1.6 Promote opportunities for all to fulfil their potential LC 4.1 Support local artistic and cultural expression LC 4.2 Support opportunities for artistic and cultural growth and enjoyment
ATTACHMENTS:	ATT CONFIDENTIAL Applicants and Invitees Cultural Reference Group

Recommendation:

That Council:

1. **Appoints the following:**

   Mrs Leonie Henschke
   Ms Stephanie Ney
   Ms Cheryl Ward
   Ms Margaret Hair
   Ms Lisa Milner
   Ms Tanya Watt
   Ms Christina Monneron
   Mr Lachlan Skinner

   to membership of the Cultural Reference Group (CRG).

2. **Appoints a Councillor to chair the CRG.**
3. **Notes the timeframes for reports relating to the Cultural Strategic Plan 2017-2022 (Stage 1) and the cultural, economic and financial feasibility study for a Performing Arts Centre (Stage 2).**

REPORT TO ORDINARY COUNCIL MEETING

EXECUTIVE SUMMARY

This report recommends applicants and invitees to fill casual vacancies for the Cultural Reference Group (CRG). The report also provides an update in relation to the timelines for the Cultural Strategic Plan 2017-2022 Project (Stage 1) and the Feasibility and Cost Benefit Assessment of a Performing Arts Centre for Coffs Harbour (Stage 2) stemming from the resolution, SC15/49, 26 November 2015.

This Cultural Reference Group will form a key component of community engagement supporting both these projects. It is proposed that a Councillor is nominated to Chair the Cultural Reference Group.

REPORT

Description of Item:

Coffs Harbour enjoys an active and diverse cultural life, enjoyed by many in the broader community. Developing the capacity and furthering the depth of our cultural life will enhance the attractiveness of Coffs Harbour as both a place to live in and to visit.

The Cultural Strategic Plan 2017-2022 will outline strategies to recognise the central role of arts and culture to the liveability of our region including economic, social and cultural wellbeing.

At its meeting of 26 November 2015, Council resolved the following:

1. *That Council develop a Cultural Strategic Plan 2017-2022.*
2. *That Council undertake a Feasibility and Cost Benefit Assessment of a Performing Arts Centre for Coffs Harbour which will include exploring options for public/private partnerships and assess existing venues for expansion or redevelopment opportunities.*
3. *That Council allocates $90,000 to undertake the development of the Cultural Strategic Plan 2017-2022 and Performing Arts Centre Feasibility and Cost Benefit Assessment to be allocated from the Future Fund in the next Monthly Budget Review.*
4. *That the outcomes of this strategic planning and feasibility assessment be the subject of a further Council report planned for mid 2016.*

Various initiatives have commenced to undertake this work including:

- Advertising for additional members of the Cultural Reference Group.
- Cultural planning and facility background research.
- Finalisation and advertising for consultancy assistance to develop the Cultural Strategic Plan 2017-2022 (Stage 1) and Performing Arts Centre Feasibility and Cost Benefit Assessment (Stage 2).

This report provides background to recommended applicants and invitees recommended to fill casual vacancies and a Terms of Reference for the CRG.

An update in relation to the consultancy submissions received and estimated project timelines for the Cultural Strategic Plan 2017-2022 Project (Stage 1) and the Feasibility and Cost Benefit Assessment of a Performing Arts Centre for Coffs Harbour (Stage 2) stemming from the resolution, SC15/49, 26 November 2015.

Issues:

1. Cultural Reference Group (CRG)

The Cultural Reference Group (CRG) was originally formed to provide advice and community feedback on the implementation of the Cultural Plan 2013-2016. Initially there were nine appointees of whom four have indicated that they would like to continue their membership as the role of the CRG expands to include support of the development of the Cultural Plan 2017-2022. The existing members have been briefed on the next stages of the process.

Chaired by a Councillor, the CRG will have a total of eight community members and Councillor who bring knowledge and insight into the continued review of implementation of the Cultural Plan 2013-2016 and the development of the Cultural Strategic Plan 2017-2022. Members have skills and experience in identified areas of arts, culture, business and tourism or are able to represent identified communities of interest.

It is anticipated that members will continue to be involved in the overview of the implementation of the Cultural Strategic Plan 2017-2022.

The role of the CRG is to provide community input and its role is advisory only.

The opportunity to apply to become a member of the CRG was publically advertised on Wednesday 9 March 2016 via the Coffs Harbour Advocate. It was also promoted in the Arts and Culture What's On e-newsletter, via Arts Mid North Coast and a media release was distributed. Applications closed on Wednesday 23 March 2016.

Appointment to the CRG is a selective process intended to achieve diverse community representation. Individuals are not appointed as representatives of any organisation but in their own right. It was also indicated in the advertising that people who can bring particular experience or skills to the group might be directly invited to join the CRG.

Details of existing members, applicants and invitees are listed in Confidential Attachment 1. They are a confidential attachment as they contain personal and private information that is not appropriate to be fully disclosed under the Privacy and Personal Information Protection Act.

The following applicants and invitees are recommended for appointment:

Mrs Leonie Henschke
Ms Stephanie Ney
Ms Cheryl Ward
Ms Margaret Hair
Ms Lisa Milner
Ms Tanya Watt
Ms Christina Monneron
Mr Lachlan Skinner
Chair – Councillor tbc

The draft Terms of Reference will be considered by the CRG at the inception meeting and submitted to Council in May 2016.

2. Councillor membership as Chair

It is recommended that a Councillor sits on the Cultural Reference Group. The nomination of a Councillor to chair the CRG is requested.

3. Consultancy - Request for Quotation

The services of suitably experienced consultants are required to guide the Council, Committee and stakeholders through both Stage 1 and Stage 2 projects. A Request for Quotation (RFQ) was released on 11 March and closed 31 March 2016. A draft RFQ was attached to the 26 November 2015 Council report that informed SC15/49 Council resolution.

The existing members of the Cultural Reference Group had input into the final version of the RFQ.

There are two stages of related work required from the consultant:

- Stage 1 is to develop a Cultural Strategic Plan, a new Cultural Policy and a brief issues and options discussion paper outlining the potential role for a Performing Arts Centre (PAC); and

- Stage 2 will draw on this work and consider in detail the roles, costs and benefits of a PAC.

The RFQ specifies that:

Stage 1 is anticipated to be complete by mid July 2016.
Stage 2 is anticipated to be complete by the end of December 2016.

14 responses were received from the RFQ and are currently being reviewed and assessed by Council staff.

4. Community Engagement

Community engagement is planned for this process and is planned for to commence in June 2016.

5. Assessment of existing built assets and public private partnerships

Concurrent with the development of the Cultural Strategic Plan 2017-2022 and the Feasibility and Cost Benefit Assessment of a Performing Arts Centre, assessments are being made of existing buildings/assets and an EOI for potential public private partnerships will be facilitated.

6. Timeframe

A report containing the finalised Terms of Reference for Council consideration in May 2016.

A report on Stage 1 of the project is planned to be tabled for Council consideration and by August 2016.

A report on Stage 2 of the project will be tabled for Council consideration at the first Council meeting in 2017.

Options:

1. Adopt the recommended appointees to the membership of the CRG.
2. Amend the recommended appointees to the membership of the CRG.
3. Reject the recommended appointees to the membership of the CRG. This option would have an impact both on the timeline of the Cultural Strategic Plan project Stage 1 and the effectiveness of the Group to more fully represent the community, as the vacancies on the Group would need to be readvertised.

Sustainability Assessment:

- **Environment**

Given that the scale, need and impact of any potential assets or programs as yet undefined by the projects it is not possible to assess environmental impacts as yet.

- **Social**

The Cultural Strategic Plan 2017-2022 will outline strategies to recognise the central role of arts and culture to the liveability of our region including economic, social and cultural wellbeing.

- **Civic Leadership**

  Civic leadership is shown through the ongoing implementation of the Coffs Harbour 2030 which includes the following objectives:

  - LP 3 Our city centre is a place where people can live, work and play

  Specific strategies addressed by this project include:

  - LP 3.2 Develop the city centre as a social and cultural focus for Coffs Harbour
  - LP 5.1 Promote and support a culture of lifelong learning
  - LC 1.1 Build pride and identity in Coffs Harbour as a community and a place
  - LC 4.1 Support local artistic and cultural expression
  - LC 4.2 Support opportunities for artistic and cultural growth and enjoyment

- **Economic**

  Broader Economic Implications

  The Cultural Strategic Plan will identify potential new sources of income generation, future growth and prosperity from the cultural economy and access to a wide variety of cultural products and services. It will also identify and explore strategies to foster the vision of our artists and creative industries and champion them to succeed.

  In terms of ongoing economic benefit, a Performing Arts Centre, that includes conferencing facilities, may have a positive benefit in tourism expenditure in the locale but this needs further evaluation and analysis through this proposed project.

  Delivery Program/Operational Plan Implications

  Capital and Recurrent Costs

  The proposed recurrent and capital costs for implementing the cultural strategic plan, programs or infrastructure will be identified through the planning process. The project and budget are identified within the Operational Plan.

  Initial Project Costs

  The cost for professional expertise and associated expenses to develop the Cultural Strategic Plan 2017-2022, Feasibility Study and Cost Benefit Assessment for a Performing Arts Centre is estimated at approximately $90,000 (as budgeted 2016/17).

Risk Analysis:

There are no significant risks in undertaking the Cultural Strategic Plan 2017-2022 Stage 1 project. The steps outlined in this report that concern the Performing Arts Centre Feasibility and Cost/Benefit Assessment Stage 2 project aim to mitigate risk by ensuring further consideration through the provision of specialist and expert advice.

The research and engagement relating to the Stage 2 - Performing Arts Centre will have a reputational risk for Council, principally because of the extended public debate on the subject combined with considerable local media interest.

Consultation:

Internal and external consultation is an intrinsic component for both Stages of this project. There are strong views in the community regarding this facility and a community engagement and communications plan will be developed and implemented for this project in consultation with the Cultural Reference Group and other relevant advisory committees of Council.

Related Policy, Precedents and / or Statutory Requirements:

- Cultural Policy
- Cultural Plan 2013 -2016

Implementation Date / Priority:

This CRG membership is effective immediately.

Stage 1 consultancy will commence in April 2016.

A report on the Stage 1 phase of the project is planned to be tabled for Council consideration and information by August 2016.

A report on Stage 2 of the project will be tabled the first Council meeting in 2017.

Conclusion:

A new Cultural Strategic Plan 2017-2022 will be developed with extensive consultation with our community, businesses and local cultural practitioners. The new plan will outline the key steps to allow the Council, the community and stakeholders to achieve future goals where culture is central to our community wellbeing, cultural and creative development, liveability and our economic growth.

An important component of the proposed Cultural Strategic Plan 2017-2022, will assess the need for and potential strategic impacts, costs and benefits of a new Performing Arts Centre (performance and conferencing events) in the region. By combining and aligning the development of the cultural strategic plan to include a feasibility study, cost benefit assessment and opportunities for public /private partnerships for the facility allows the costs and benefits to be evaluated against proposed or desired outcomes within this strategic context.

The plan will guide the cultural investment and activity over the next 5 years and inform planning, programming and funding priorities.

REPORT TO ORDINARY COUNCIL MEETING

GRAFFITI MANAGEMENT STRATEGY 2016 - 2020

REPORTING OFFICER:	Section Leader, Community Planning and Performance
DIRECTOR:	Acting Director Sustainable Communities
COFFS HARBOUR 2030:	LC1.3 Promote a Safe Community
	LC4.1 Support opportunities for artistic and cultural expression
ATTACHMENTS:	ATT1 Graffiti Management Policy
	ATT2 Graffiti Management Strategy 2016 - 2020
	ATT3 Summary of Submissions

Recommendation:

That Council:

1. **Adopt the Graffiti Management Policy and Graffiti Management Strategy 2016 – 2020.**
2. **Distribute the summary of submissions and the final Graffiti Management Strategy to key stakeholders.**

EXECUTIVE SUMMARY

At its meeting of 18 December 2014, Council considered a Notice of Motion on graffiti removal and street art and resolved:

> *That Council will engage members of the community by way of invitation to develop a policy on graffiti management and a strategy to undertake prevention, mitigation and education activities to minimise the impact of graffiti vandalism in the local government area.*

As a result, a Draft Graffiti Management Strategy 2016 – 2020 and draft Graffiti Management Policy were placed on exhibition from 16 December 2015 to 13 February 2016. Eighteen (18) submissions were received during the exhibition and a summary is attached (Attachment 3) for reference.

The submissions provide valuable input that will inform the actions to address the implementation of the Graffiti Management Strategy but no significant changes to the Policy or Strategy are recommended as a result of the submissions received.

REPORT

Description of Item:

Currently, Coffs Harbour City Council has an effective prevention approach to graffiti vandalism removal but no formal policy or procedures on graffiti vandalism removal, removal timeframes or graffiti reporting systems. The Graffiti Management Policy (Policy) and Graffiti Management Strategy 2016 - 2020 (Strategy) address these issues.

Issues:

Graffiti is an offence under the Graffiti Control Act 2008 (updated 2010). Council has legislative authority under Part 4 of that Act to remove graffiti from Council owned assets and from private property in certain circumstances. Council only removes graffiti from private property if it is deemed as offensive in nature and/or in the community's best interest.

Council already undertakes a range of activities in relation to graffiti management across several service areas including removal, community education and engagement, public art projects, implementation of crime prevention through environmental design principles (CPTED), and more recently the support of the annual Graffiti Removal Day facilitated by Rotary Coffs Harbour.

The Policy and Strategy primarily aim to reduce and deter graffiti vandalism which is defined as the act of marking or defacing premises or other property without permission. Council at present invests significant resources on graffiti removal from Council property. The Strategy recognises that proactive efforts regarding education and engagement, supporting authorised street art, in addition to effective reporting and timely removal, can be effective in reducing the amount of graffiti vandalism and in the deterring of offenders.

The Policy and Strategy outline a holistic whole of community approach to positively addressing the issue of graffiti vandalism in our local government area. However at present, there are no Council funds or resources available to undertake any initiatives to address the Strategy beyond continued graffiti removal.

Summary of Submissions Received:

Summary

- 18 submissions were received.
- Most submissions stated that the issue of graffiti vandalism has a detrimental effect on property values and community cohesion.
- 6 submissions disagreed with supporting authorised street art based on concern that this would further encourage indiscriminate graffiti vandalism.
- 9 submissions however did comment on how authorised street art by established street artists can be used not only to enhance the local streetscape environment but to deter unwanted graffiti and tagging vandalism incidents.
- One submission mentioned that there was a desire for professional art 'blends' preferably with a theme related to the coastal environment or aboriginal artworks. Another submission identified the sound barriers above the Wongala Estate as being an area regularly affected by graffiti tagging vandalism that would benefit from themed street art.

Stakeholder Engagement

- Frustration was expressed in several submissions about the lack of coordination between Council, Police, Essential Energy, Crown Lands, Roads and Maritime Services and Australian Rail Track Corporation to address graffiti vandalism, and there was some confusion as to which government agency was responsible for graffiti removal at several locations, in particular sections of the new highway north of Coffs Harbour.
- One submission supported the use of partnerships with community organisations to “adopt-a-space” or “care-for-an-area” projects, with similar strategies being used to address graffiti vandalism in other localities.

Reporting

- 7 submissions highlighted the need for a hotline/website for reporting of graffiti.
- One submission in particular, recommended the VandalTrak app which uses GPS coordinates embedded in smartphone images to fix the precise location of each tag. When graffiti incidents are uploaded, they are mapped, catalogued and made accessible in real-time to police investigators, volunteer clean-up groups, utility companies, contractors and councils.
- Two submissions commended staff on its efforts to remove graffiti once reported but it was acknowledged that graffiti is an under-reported crime by the community, and as such Council may be unaware of incidents of graffiti.
- It was noted in two of the submissions that the $5,000 reward for the reporting of graffiti leading to a conviction of vandalism was not widely known in the community.

Removal

- The importance of established timeframes for removal of graffiti was raised in several submissions. This was considered important not only as a deterrent to the vandals but also to reduce residents' frustrations with tagging.
- Several submissions commented on the Graffiti Removal Day, which several of those making submissions participated in. Some frustration was expressed that only limited graffiti was removed on the day and that this did not address the ongoing problems around graffiti vandalism. It was felt that graffiti management should form part of an continual concerted effort by Council and the community.

Prevention

- There was general agreement that the measures recommended would assist to address graffiti vandalism however some concern was expressed by several submissions that street art should be artistic and also that bright colours and contemporary designs are not suitable for areas of natural beauty. As such, these commissioned street art works should be largely confined to urban and commercial areas.
- The street art on the Essential Energy boxes was cited as an example of apropriate street art, as was the mural on the Woolgoolga Ex- Services Club.
- There was some concern expressed as to the potential location of ‘level 3’ authorised street art opportunities on Council assets and what was meant by the definition of ‘low visibility, low profile’
- Several of the submission commented on the need to either restrict the supply of aerosol paint and/or to have a register of paints sold.

- Other suggested measures to prevent graffiti vandalism included the use of landscaping, motion sensor lighting in vulnerable positions, requesting private landholders remove graffiti in a timely manner, use of graffiti barrier products, distribution of information by Council on graffiti reduction techniques, and simple reporting structures.

Education

- Comment was made in three submissions regarding education policies concerning graffiti art, and these focused on the use of police liaison and educators to explain to young people the distinction between street art and graffiti vandalism, and the effect that graffiti has on the community.

Enforcement

- There was a general sense of frustration in many of the submissions concerning the small fines that graffiti crimes attracts, the small number of perpetrators caught and that the present judicial systems provides little deterrent to those undertaking graffiti vandalism.

Options:

1. Adopt the Graffiti Management Strategy 2016 -2020 and Graffiti Management Policy.
2. Council may amend the Policy or Strategy prior to adoption.
3. Council may reject the Policy or Strategy. Selection of this option means that Council will not have a current Policy or Strategy to address graffiti vandalism.

Sustainability Assessment:

- **Environment**

  By providing a clear framework for the effective management of graffiti the Policy and Strategy aims to reduce the levels of graffiti vandalism and assist in maintaining a safe, welcoming environment for visitors and community members. In addition, it aims to improve the cleanliness and amenity of our public spaces by utilising design based approaches to prevent and deter further incidents and creating spaces that facilitate a sense of community safety, identity and pride.

- **Social**

  The Policy and Strategy take a holistic and collaborative approach in terms of Council engaging broadly with community members and stakeholders to achieve positive outcomes and strengthening partnerships on this issue.

- **Civic Leadership**

  The Policy and Strategy demonstrates Council's commitment to the Coffs Harbour community by providing a meaningful addition to Council's other planning processes and builds on Council's 2030 Strategic Plan, under the Looking after our Community theme:

  - LC1.3 Promote a safe community
  - LC4.1 Support opportunities for artistic and cultural expression

- **Economic**

  Broader Economic Implications

  It is anticipated that the introduction of a robust graffiti management framework would over time produce a reduction in levels of graffiti vandalism and therefore minimise the need for increasing levels of resourcing for graffiti removal.

  The existence of a graffiti management strategy should also assist in enabling Council and community stakeholders to leverage grant funding and partnership opportunities when they become available.

  Delivery Program/Operational Plan Implications

  There has been a $5,000 budget allocation for 16/17 for activities and initiatives relating to reduction of graffiti vandalism.

Risk Analysis:

A risk analysis for the implementation of any initiatives generated from the adoption of the final Strategy which identify Council as the responsible agency, will be completed on a case by case basis.

Consultation:

The stakeholder consultation process included:

1. An initial stakeholder meeting was held in March 2015.
2. A series of working group meetings were facilitated between March and November 2015.
3. In partnership with the working group and Rotary Coffs Harbour, Council promoted and supported Graffiti Action Day in October 2015.
4. Consultation with other Councils within the region to identify other approaches being undertaken.
5. Consultation with identified internal stakeholders from various sections of Council including property, planning and infrastructure and design.
6. The Draft Graffiti Management Policy and Draft Graffiti Management Strategy 2016-2020 were placed on exhibition on 16 December 2015 until 13 February 2016. Eighteen submissions were received.

Related Policy, Precedents and / or Statutory Requirements:

Graffiti Control Act 2008

Implementation Date / Priority:

That the Graffiti Management Policy and Graffiti Management Strategy 2016-2020 be adopted with immediate effect.

Conclusion:

Given the original resolution of Council to initiate the development of the Policy and Strategy for Graffiti Management and the consultation undertaken to date, it is recommended that Council adopt the Graffiti Management Policy and Graffiti Management Strategy 2016-2020.

Attachment 1

Locked Bag 155,
Coffs Harbour, NSW 2450
ABN 79 126 214 487

COFFS HARBOUR CITY COUNCIL

Graffiti Management Policy

Policy Statement:

Coffs Harbour City Council's Graffiti Management Policy will guide Council with an effective, coordinated and proactive approach to graffiti management through prevention, engagement, education, removal and enforcement.

Director or Manager Responsible for Communication, Implementation and Review:

Director, Sustainable Communities

Related Legislation, Division of Local Government Circulars or Guideline:

- *Graffiti Control Act 2008 (updated 2010)*
- *Local Government Act 1993 (NSW)*

Does this document replace an existing policy? **No**

Other Related Council Policy or Procedure:
Cultural Policy
Public Art Selection Protocols Policy

Application:
It is mandatory for all staff, councillors and delegates of Council to comply with this policy.

Distribution:

This policy will be provided to all staff, councillors and delegates of council, and including:

☐ **Internet** ☐ **Intranet** ☐ **Email** ☐ **Noticeboard** ☐ **ECM**

Approved by: **Executive Team [Meeting date]** **Council [Meeting date & Resolution No.]**	**Signature:** _____ ***General Manager***
Council Branch Responsible:	**Date of next Review:**

DRAFT

Attachment 1

Key Responsibilities

Position	***Directorate***	***Responsibility***
Mayor	Council	To lead Councillors in their understanding of, and compliance with, this policy and guidelines.
General Manager	Executive	To lead staff (either directly or through delegated authority) in their understanding of, and compliance with, this policy and guidelines.
Directors	All Directorates	To communicate, implement and comply with this policy and related guidelines.
Section and Group Leaders	All Directorates	To plan, action, communicate, implement and comply with this policy and related guidelines as it impacts your areas of responsibility.
All Council workers	Council	To comply with this policy and related guidelines.
Council committees		To be aware and adhere to this policy and related guidelines.

DRAFT

Attachment 1

1. Introduction

Graffiti is an offence under the Graffiti Control Act 2008 (updated 2010) when any public or private property or asset has been intentionally marked without consent. The role of Local Government in managing graffiti is identified under Part 4 of that Act.

Council recognises that the presence of graffiti can have both positive and negative effects on the community. Supported legal street art can have positive effects including:

- Contributing to the vibrancy of an area
- Creating authorised opportunities for local artists to develop their creativity and experience the artistic work of others
- Creating local identity, pride and character of local neighbourhoods and or the City.

Whilst negative impacts of graffiti vandalism can include:

- Economic impacts associated with the removal of graffiti vandalism
- Contributing to poor perceptions of safety
- Contributing to reduction in local pride via perceptions of cleanliness and the quality of the physical environment.

Council recognises the need for a coordinated and multifaceted approach to graffiti management which will minimise and manage the negative impacts of graffiti vandalism through:

1. Prevention
2. Engagement and Education
3. Reporting, Removal and Enforcement in relation to:
    a. Council and public property and assets
    b. Private property and assets

This will be undertaken through the development and implementation of a Graffiti Management Strategy.

DRAFT

Attachment 1

Definitions

The following definitions are provided for a clearer understanding of the Policy's wording and narrative.

Graffiti	Writing or drawings that have been scribbled, scratched, or painted on a surface.
Graffiti Vandalism	It is the act of marking or defacing premises or other property without permission.
Street Art	Refers to artistic work implemented with the permission of the person/authority who owns the surface/wall that the artwork is being presented on.

2. Policy Content

Council will endeavour to:

- Implement a whole of community approach and proactive response to graffiti management
- Minimise the incidence of graffiti vandalism on public and private property
- Minimise the negative impact of graffiti vandalism on residents and business operators
- Improve perceptions of safety, cleanliness and the quality of the physical environment through graffiti management
- Reduce the financial impact of responding to graffiti vandalism.

3. Consultation

Consultation was undertaken, where appropriate, in accordance with the organisation's Community Engagement Policy and included relevant and impacted internal stakeholders.

4. References

5. Appendices

- Graffiti Management Strategy 2016-2020

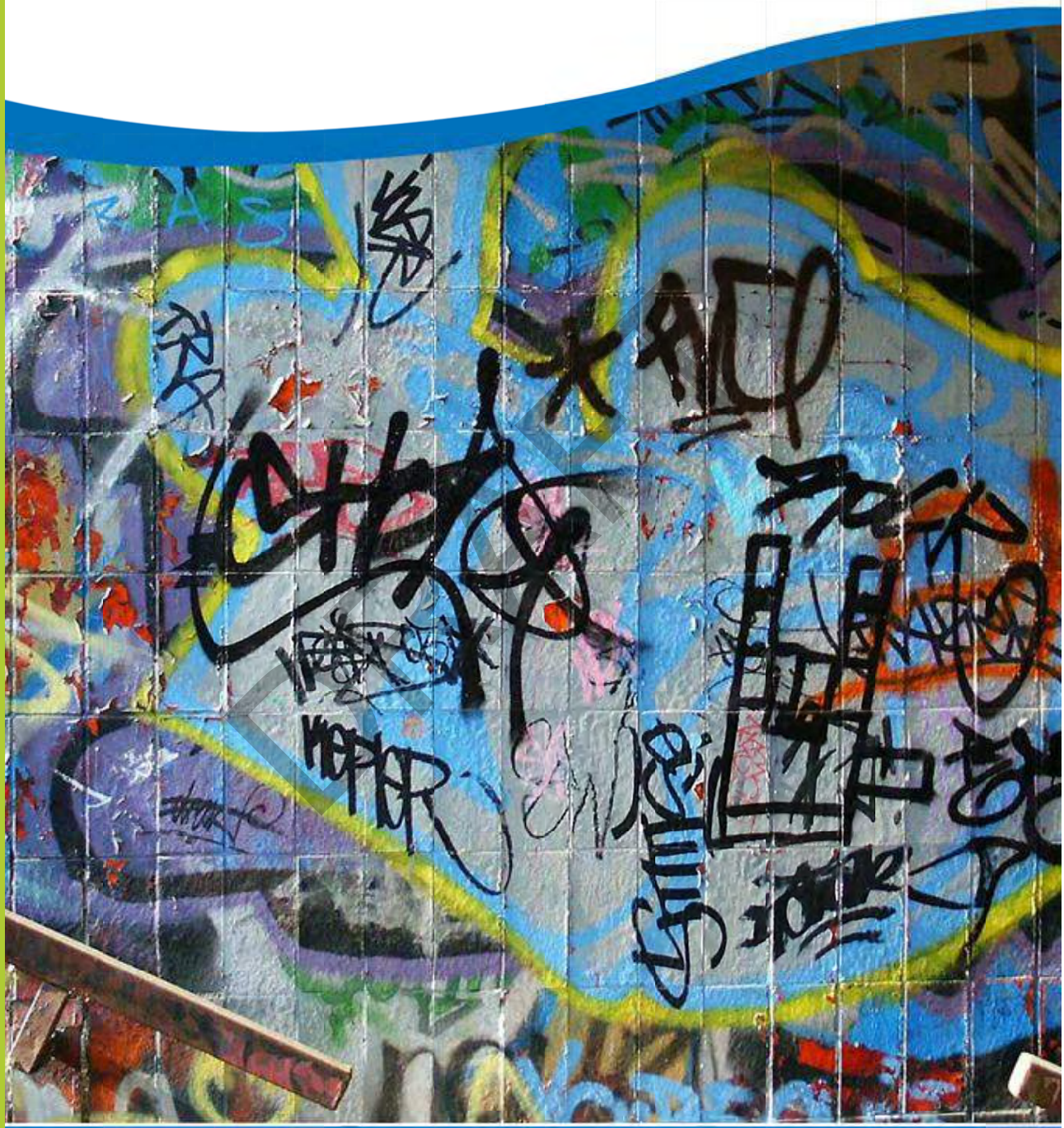
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Attachment 2

Coffs Harbour City Council

Graffiti Management Strategy

2016– 2020



Attachment 2

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Attachment 2

1. BACKGROUND

Graffiti vandalism has a direct and immediate impact on the community by reducing the social amenity of public spaces, creating visual pollution and leading to increased fear for personal security. Graffiti is an offence under the *Graffiti Control Act of 2008 (updated in 2010)* and the role of Local Government in managing graffiti is identified under Part 4 of that Act (see appendix 5.i).

At a Coffs Harbour City Council meeting on 18 December 2014, Resolution No. 361 resolved that Coffs Harbour City Council:

"will engage members of the community by way of invitation to develop a policy on graffiti management and a strategy to undertake prevention, mitigation and education activities to minimise the impact of graffiti vandalism in the local government area."

Community engagement undertaken in response to this resolution highlighted:

- a *strong and dedicated commitment to progress a plan and strategy by the stakeholders.*
- *a need for information sharing and mutual understanding of the issue.*

Council currently invests significant resources on graffiti removal from Council property. Given its cost to Council and the community, decisive measures are required to tackle graffiti vandalism and particularly the 'tagging' that proliferates in parts of the central business district, and on public amenities, road assets and signs, and playgrounds. Whilst it is generally acknowledged that our public spaces may never be completely free from the issue of graffiti vandalism, Council recognises that some methods of early intervention can be successful in effectively reducing the amount of graffiti vandalism across the City and potentially even the number of people who illegally 'write' or 'tag'.

Currently, Coffs Harbour City Council has an effective but informal approach to graffiti vandalism removal but no formal policy or procedures on graffiti vandalism removal, removal timeframes or graffiti reporting systems.

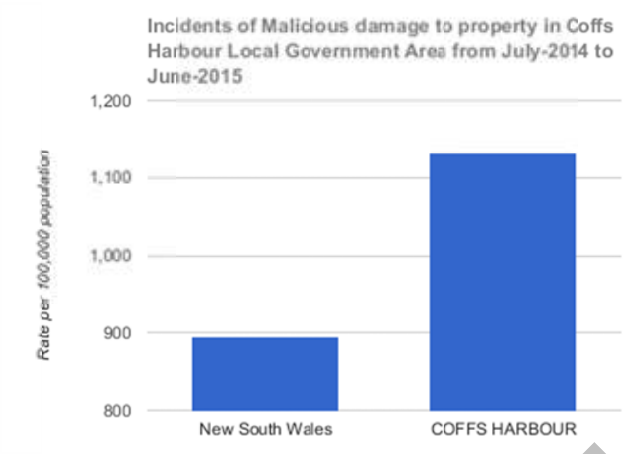
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The scale of the issue

The Bureau of Crime Statistics and Research (BOCSAR) data reports on incidents of malicious damage to property, this includes graffiti vandalism. Coffs Harbour is ranked 45 out of 152 LGAs in NSW for malicious damage to property. BOCSAR identified that between July 2014 and June 2015 Coffs Harbour City Council Local Government Area recorded a rate of 1,133 incidents per 100,000 population, compared to a rate for NSW of 895 per 100,000.

Attachment 2

Bureau of Crime Statistics and Research July 2014 – June 2015 Malicious damage to property, Coffs Harbour Local Government Area.



When comparing specific graffiti incidents across the region, the BOCSAR data shows a fluctuating trend for Coffs Harbour City Council Local Government Area but an incident rate that is generally higher than neighbouring Councils and the NSW average.

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NSW Recorded Grafitti Statistics July 2010 to June 2015

Number and rate of graffiti incidents recorded by the NSW Police Force:
Coffs Harbour, Clarence Valley, Nambucca, Kempsey Local Government Areas and NSW

Local Government Area	Measure	Jul 2010 - Jun 2011	Jul 2011 - Jun 2012	Jul 2012 - Jun 2013	Jul 2013 - Jun 2014	Jul 2014 - Jun 2015
Coffs Harbour	Number of incidents	129	91	68	65	81
	Rate per 100,000 population	183.3	128.2	95.7	90.5	111.9
Clarence Valley	Number of incidents	46	48	35	43	34
	Rate per 100,000 population	90.2	93.6	68.6	84.3	66.7
Nambucca	Number of incidents	15	8	12	5	10
	Rate per 100,000 population	78.4	41.6	62	25.6	50.9
Kempsey	Number of incidents	18	17	25	22	18
	Rate per 100,000 population	62.2	58.4	85.4	74.9	60.7
NSW	Number of incidents	9557	8998	9931	7800	6969
	Rate per 100,000 population	133.8	124.7	135.9	105.3	92.7

Source: NSW Bureau of Crime Statistics and Research

Attachment 2

2. CURRENT RESPONSES BY COUNCIL

Council has the legislative authority to remove graffiti from private property within the reach of public land. Council only removes graffiti from private property if it is deemed as offensive in nature and/or in the community best interest.

Council already undertakes a range of activities in relation to graffiti management within several service areas of Council including:

- Property and Infrastructure Maintenance – removal of graffiti vandalism and responding to customer requests.
- Cultural and Community Services – community education, stakeholder engagement, street art projects, and community development activities.
- Planning and Design – Crime Prevention Through Environmental Design (CPTED) principles are adhered to in planning, design and landscaping.

In 2011, the NSW Government, in conjunction with Rotary Clubs and Dulux Paints, announced a plan to establish volunteer graffiti removal squads across the State. In 2014/15, Council supported the Rotary Club of Coffs Harbour with financial and in-kind sponsorship to establish a volunteer Graffiti Removal Day which was successfully held in October 2015.

However, evidence from current literature based on both local and international experience shows that only addressing removal will not stop the problem of graffiti vandalism. In order to respond comprehensively it is necessary to deal both with the symptoms (reactive measures that occur after the event) and the causes (preventive / before the event).

Purpose of the Strategy:

Council is committed to reducing levels of graffiti vandalism to support the maintenance of a safe and welcoming environment for the community and visitors. The purpose of this Strategy is to provide a clear and consistent framework for managing and reducing the incidents of graffiti vandalism so that "we have created through our urban spaces, a sense of community, identity and place" - ***Places for Living" (Coffs Harbour 2030)***

This Strategy provides a framework for graffiti management that outlines proposed objectives under six principles:

- **Stakeholder engagement** – consultation and ongoing engagement with business, government agencies and private landowners
- **Reporting** – simple graffiti vandalism incident reporting mechanisms. To provide timely data for clean-up crews and enforcement agencies, as well as provide statistical information for education and progress monitoring.
- **Removal** – timely removal based upon set prioritisation criteria as resources allow
- **Prevention** – implementation of design-based approaches to assist in the prevention of graffiti vandalism
- **Education** – information and educational material provided to assist the community in the prevention and safe removal of graffiti. This would include information sharing on the legal and community consequences of graffiti vandalism.

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- **Enforcement –** reporting systems that assist in the mapping of graffiti vandalism incidents in the LGA to inform stakeholders of 'hotspot' areas.

The Strategy acknowledges the need to consider a variety of approaches that include graffiti management and removal within the context of both Council and private property.

Council has a role to play but is only one of many stakeholders that will need to participate to deliver effective graffiti management. Council will undertake several roles including:

- **Provider -** falls within Council's area of responsibility;
- **Facilitator** - Council may provide assistance to others;
- **Advocate** - Council lobbies on behalf of the community.

Collaboration with business, the wider community, including both groups and individuals, and the media, is essential in creating and maintaining neighbourhoods that are skilled in preventing and managing graffiti vandalism.



Graffiti vandalism



Street Art

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3. STRATEGY FRAMEWORK

Best practice graffiti vandalism reduction models recognise that an effective approach to graffiti management needs to incorporate a variety of interventions including stakeholder engagement, reporting, removal, prevention, education and enforcement. These principles and practices need to be undertaken collaboratively to be most successful. Each is linked to one another and need to work in unison to successfully reduce the level of graffiti vandalism within Coffs Harbour LGA.

STAKEHOLDER ENGAGEMENT

The solution to the problem of graffiti vandalism is not up to any one particular agency but is the responsibility of every person and organisation. Graffiti vandalism impacts a range of Council property but there is also a considerable level of graffiti vandalism on commercial and residential property and utility infrastructure. Stakeholder engagement and consultation with business, government agencies, utility companies and private land holders is integral in ensuring that a similar level of attention, priority and consistency is given to graffiti vandalism reporting and removal throughout the LGA.

Objectives:

1. Encourage businesses, government agencies, utility companies and private land owners to actively participate in initiatives and actions that will reduce graffiti vandalism.
2. Maintain a productive and collaborative Council approach to the coordination of graffiti matters.
3. Communicate on activities undertaken to address this Strategy.
4. Develop protocols/procedures for legal street art to be undertaken on public and private property.

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REPORTING

Timely reporting and photographic logging of graffiti vandalism are critical for the prompt prioritisation of removal and availability of statistical data for education, enforcement and research activities. Photographic logging is also essential for 'tag' identification and can be correlated to locations to provide evidence.

Objectives:

1. Promote the timely reporting of graffiti vandalism by Council services, businesses and community members.
2. To expand Council's use of field based technology to support staff in being able to report graffiti hits on all Council owned assets

Attachment 2

REMOVAL

It is acknowledged that Coffs Harbour City Council as well as local businesses, utility companies and non-government agencies have limited resources for the removal of graffiti vandalism. Through increased education and promotion of safe removal practices the whole community may assist in reducing the level of graffiti vandalism within their local area in a timely and cost effective manner.

Objectives:

1. Support the prompt removal of graffiti vandalism from all Council and non-Council owned facilities.
2. Council to continue with rapid removal of offensive graffiti.
3. Promote and encourage community based volunteer removal groups.

PREVENTION

Crime Prevention through Environmental Design (CPTED) refers to the use of environmental design and place management principles, such as landscaping and lighting, to reduce the opportunity for crime. Businesses and the community are to be made aware of these mechanisms that will assist in managing graffiti vandalism through simple actions in the design phase or redesign of 'hotspots'.

Objectives:

1. To reduce opportunity for graffiti vandalism through promoting and implementing design-based approaches.
2. Develop policy and procedure to outline legal opportunities to express creativity through street art on Council managed public assets. It is proposed that three levels of opportunity are made available for graffiti street art:
    i. Level 1 – highly visible and high profile locations. Expression of interest to be sought from established artists against a brief prepared by Council.
    ii. Level 2 - moderately visible and non-high profile locations to facilitate development of emerging street artists.
    iii. Level 3 – low visible and low profile locations permitting free expression
3. Continue to liaise with Police Crime Prevention Officer to gain feedback on Council designs from a CPTED and crime prevention perspective.

EDUCATION

As previously stated, responsibility for preventing and removing graffiti within the LGA must be a shared approach. This is a function for the whole community, businesses, Council and other government agencies. Information sharing and distribution of educational material will assist the community in the prevention and safe removal of graffiti vandalism.

Objectives:

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1. Promote community education and awareness of graffiti management practices and strategies.
2. Encourage and support graffiti education programs in schools by Police School Liaison Officer.
3. Work with local youth agencies and aerosol artists to undertake 'legal' graffiti practice in approved designated locations and publicise as such.

ENFORCEMENT

A close working partnership with NSW Police is essential in confronting a complex social issue such as graffiti vandalism. This working relationship will require successful data sharing and acknowledging that graffiti management is not a problem to be confronted by one agency or organisation alone. The reporting system should assist in the mapping of graffiti vandalism incidents within the LGA to inform stakeholders of the worse affected areas or 'hotspots'. Photographs of 'tags' and identification of locations should be made available to the NSW Police.

Objectives:

1. Maintain close working relationship with NSW Police and other agencies in providing timely data and information for enforcement activities.
2. To produce positive media, factsheet, and web information on graffiti incident reduction and opportunities for safe removal of graffiti vandalism.

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4. REVIEW OF THE STRATEGY

The objectives within the Graffiti Management Strategy aim to reduce and minimise the impacts of graffiti vandalism.

There is currently no identified budget allocation or capacity within the existing budgets for implementation of initiatives which are additional to Council's current activities regarding graffiti management. If any new activities are to be undertaken, above and beyond Council's current approach, then additional funds will need to be allocated.

The actions considered necessary to be undertaken to address the objectives in this Strategy will be developed annually in a collaborative process by Council's staff and identified in Council's Delivery Program and Operational Plan, with budget requirements, for adoption by Council. This will identify resources required to undertake these initiatives and who will responsible for delivery.

The success of these actions, and progress against the Strategy, will be measured and evaluated through:

- Data gathered from reporting mechanisms, statistical sources, stakeholder and community feedback; and
- Reported through Council's annual reporting framework including 6-monthly progress updates and Annual Report.

Noting that graffiti vandalism will never totally be eliminated but that long-term data gathering will assist in understanding costs, trends, 'hotspot' areas and the benefits and cost savings of any actions undertaken.

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5. APPENDICES

i. DEFINITIONS

Graffiti	Writing or drawings that have been scribbled, scratched, or painted on a surface.
Graffiti Vandalism	The act of marking or defacing premises or other property without permission.
Tagging	A style of calligraphy writing that depicts the initials, nickname or made up word to represent the writer. It is comparatively smaller in dimension from other graffiti and is often written in multiple times at the same site.
Street Art	Refers to artistic work implemented with the permission of the person/authority who owns the surface/wall that the artwork is being presented on.
Preventative murals	A painting or other work of art executed directly on a wall which can be used to prevent graffiti within an area. This is usually applied with the owner's consent.
'Hotspot' areas	Areas in which graffiti vandalism is marked on a regular basis.
Offensive graffiti	Graffiti vandalism that includes racist or political overtones, offensive language or discrimination against any person or group.
Visible graffiti	Graffiti vandalism that is visible to the community from main roads, open spaces, and reserves.

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ii. ROLE OF LOCAL GOVERNMENT IN THE GRAFFITI CONTROL ACT 2008

Graffiti Control Act 2008 No 100

Part 4 - Graffiti removal work by local councils

10 Interpretation

In this Part, ***occupier***, ***owner***, ***private land*** and ***public place*** have the same meanings as in the *Local Government Act 1993*.

11 Graffiti removal work - by agreement with owner or occupier

A local council may, by agreement with the owner or occupier of any private land, carry out graffiti removal work on the land.

12 Graffiti removal work - without agreement of owner or occupier

(1) A local council may, without the agreement of the owner or occupier of any land, carry out graffiti removal work to property on that land if the graffiti concerned is visible from a public place.

(2) The graffiti removal work referred to in subsection (1) may only be carried out from a public place.

(3) The local council concerned is to bear the cost of graffiti removal work referred to in subsection (1).

(4) If a local council carries out graffiti removal work in accordance with this section, the council must, within a reasonable period, give the owner or occupier of the land concerned written notice that the work has occurred.

(5) A local council must pay compensation for any damage caused by the council in carrying out graffiti removal work in accordance with this section.

Note. Section 730 of the *Local Government Act 1993* provides for the resolution of claims for compensation relating to damage under this section in cases of dispute between the person claiming the compensation and the council.

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13 Register of graffiti removal work

(1) A local council must keep a register of graffiti removal work carried out in accordance with this Part.

(2) The register is to specify in respect of each incidence of graffiti removal work carried out:

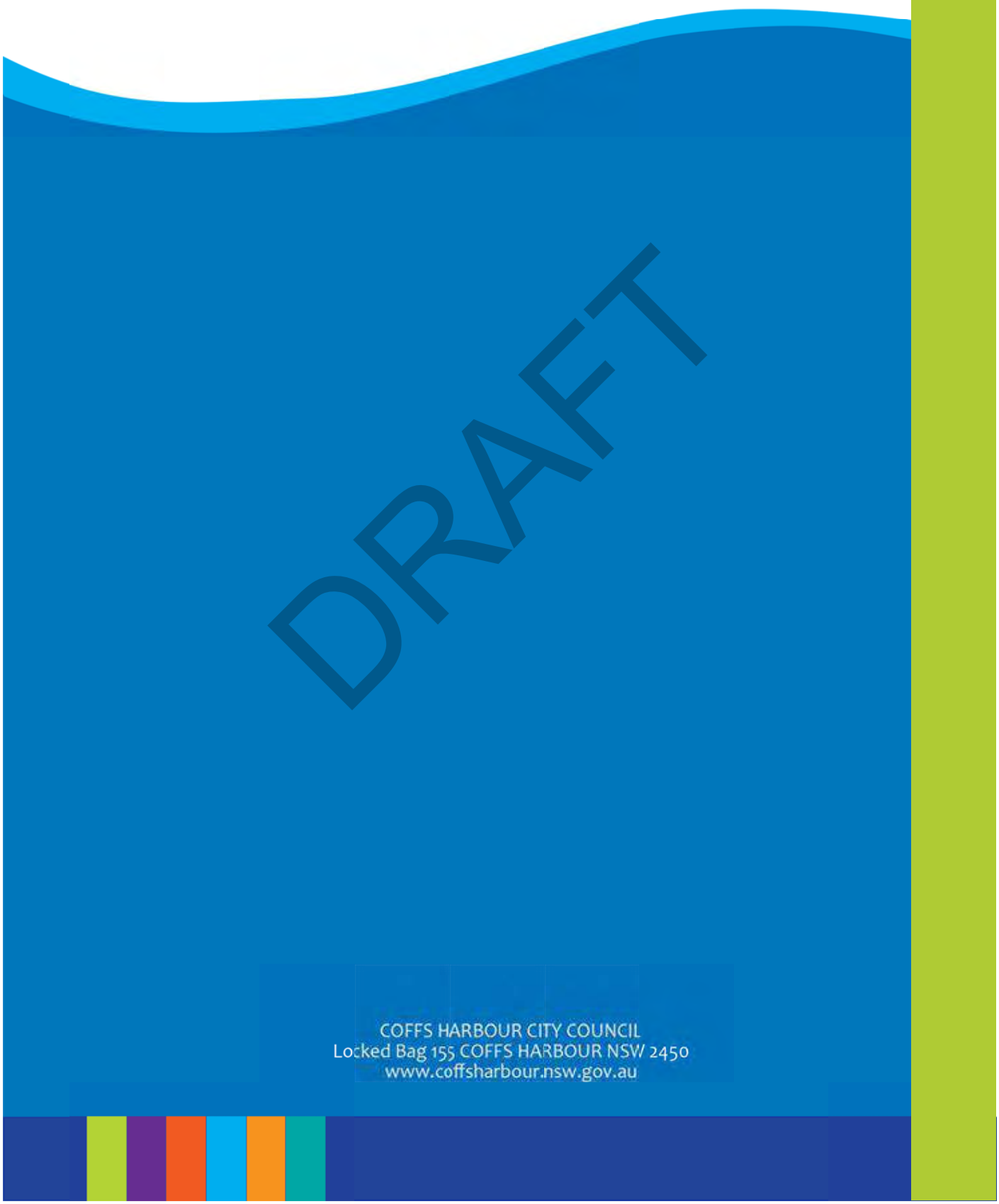
(a) the owner or occupier of the premises on which the graffiti was situated, and

(b) the nature of the work carried out, and

(c) the actual cost, or an estimate of the cost at current market rates, of carrying out the work, and

(d) in the case of graffiti removal work carried out in accordance with section 11 - the actual amount charged by the local council for carrying out the work.

Attachment 2



Attachment 3

Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
1	I have travelled to NZ regularly & Auckland city has no graffiti whatsoever. Suggestion that Council contact Auckland Council & find out the procedure that they have undertaken, as it is very successful! They have a hotline & a staff member that attends to it immediately.
2	A hotline to council should be available and promoted for the community to report graffiti and its location. Sufficient resources must be provided by council to remove it within a week or two so that the vandals will have nothing to show their friends and will lose interest. My wife and I attended the recent graffiti removal day and were extremely disappointed with the way it was organised and the small amount of graffiti removed considering the good turnout of volunteers. These events do not deter the vandals as we have noticed a significant increase in graffiti since that time.
3	In the past ten years I have witnessed a huge increase in graffiti in the Coffs Harbour LGA. Having been involved in Landcare I have witnessed graffiti attacks on public infrastructure in bushland areas such as Coffs Creek Walk, South Park Beach bushland and Macauleys Headland, along with regular attacks along roadways, (ie Pacific Hwy & Hogbin Dr.) The quicker the area is cleaned up the longer the gap between offences. A good example of this outcome is the gradual reduction in graffiti on the 'sound - walls' along Hogbin Dr between Harbour Dr and Orlando St. Another approach for consideration would be to adopt similar strategies employed by Wyong & Gold Coast Councils where residents are issued with a clean-up kit to remove graffiti from their private properties. Ballina Council has adopted a very proactive approach by employing a 'mobile graffiti removal' person to remove graffiti as soon as possible after the infringement. May I suggest consideration be given to the implementation of strategies similar to the abovementioned councils along with a 'zero tolerance' approach to removing the offending graffiti within 48 hours. Such an approach would send a clear signal to the offenders that their efforts are both a waste of time and materials and the local community will not tolerate such anti-social conduct.

Attachment 3

Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
4	I disagree with the objectives in the prevention section of the DRAFT Graffiti Management Strategy You are supposed to be stopping graffiti not encouraging it Who is going to review the designs? Walls should be repainted neutral colour such as green or grey to fit into the environment. A lot of this graffiti art is not the most attractive. Trying to turn public assets into ugly scribble and a series of bizarre shapes in outlandish colours is not art. These urban landscapes might work in the city but in places like Coffs Harbour that are sold to tourist as a relaxing place to holiday, not a visual assault on the senses that reinforces all the negatives of living in the cities . We should be encouraging people to paint these assets in neutral colours to blend into the environment. I agree with the Education objective 1/ Promote community education and awareness of graffiti management practices and strategies. But objectives 2 and 3 I disagree with because you are encouraging young people to paint public assets in ugly scribble and a series of bizarre shapes in outlandish colours. The children should be encouraged to maintain community assets and landscape not to deface them. But some of these murals are very impressive as they actually look like art. These ones should be encouraged.
5	I can't agree with the draft Council assertion that graffiti can have a positive effect on the community. I believe that it devalues real estate prices & is deleterious to community cohesion, and does destroy the character and pride in local neighbourhoods. Graffiti and tagging have been introduced from other cultures (initially American) and low non-law abiding socio-economic groups. As such, I don't think we should be legitimising graffiti/ tagging by teaching in schools and elsewhere. On the other hand, street art can enhance our beautiful city. One example of beautiful street art is the one recently done at Coffs Showground just inside the fence which can be seen from the highway. It features a teenage crouching girl, and is stylish artwork. This type of street art does contribute to the vibrancy of an area. In response to Council objectives in REPORTING section: - Advertise widely in our community for everyone to download and use the 'VandalTrak' app. This app logs the graffiti/tagging by photo, date, & notifies council & police. This would enable council to respond quickly to remove it. The police can formulate a pattern of the tagger & figure out area where they live. I support all objectives of REMOVAL section. In the PREVENTION section, graffiti and street art are used simultaneously. A clear and simple distinction can and should be made between the two. (And IS made in Draft Graffiti Management Policy). Street art is with permission & graffiti/tagging is without permission. Street art should be artistic and not 'in-your-face' bright colours and letters.

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Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
	Cont'd Level 1 & Level 2 should be specified for street art only. Level 3 as either/or and in low visible and low profile locations. In the EDUCATION section, I don't support any condonement or education or training to support graffiti. We don't need this vandalism in our community. How about training in street art, as a positive alternative? I hope you look on my views as constructive, and in the best interests of our Coffs community.
6	I would hope that having places for street art would help reduce unwanted graffiti. Setting aside areas where the art could change, maybe having competitions to decorate areas, encourage the young and budding artists to express themselves and making it a part of art and everyday life, may help reduce tagging and unwanted graffiti. I hope that getting more involvement from young artists would help reduce unwanted tagging and graffiti. I see lots of places where graffiti could be put and I personally really love street art and a lot of graffiti I see around as well but I know this is unwanted by authorities. So my only thought is give people who want to do graffiti more places where they can do it legally, and change it every year or two.
7	We would like to submit our opinions on the above document following our review of same. Principally our comments refer to certain headings within Section 3 "Strategy Framework" as follows: STAKEHOLDER ENGAGEMENT Council needs to interview businesses and private land owners thoroughly and listen to their opinions. We have just had a situation here with the Diggers Beach Masterplan Study where the local residents were not consulted by Council and got an important part of the study totally wrong. REPORTING Council and/or Police should set up a web-site where graffiti vandals can be reported. REMOVAL Council should use surfaces that can be easily cleaned or surfaces less inviting to graffiti vandals eg rough surfaces that do not take paint etc. easily or by growing vines over walls.

Attachment 3

Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
	Cont'd PREVENTION Objective 1 Design out walls on bus/picnic shelters by increasing the roof overhang to keep out rain Objective 2 Level 1 to 3 areas should not include areas of natural beauty. The example of street art at Coffs Creek walk on page 6 is appalling. Bright colours and contemporary designs are just not appropriate in natural/bush/seaside settings. The painted rocks at the Harbour entry is an example of graffiti vandalism not street art! The use of street art should be confined to appropriate areas of urban and commercial areas of the city only. The street art on the Telco boxes in Coffs is an example of good street art. Coffs Coast is renowned for its natural beauty which needs no enhancement from street art EDUCATION Education should be" face to face" with people ie media, lectures, Facebook etc as much as possible -people just don't read handouts. Education programmes in schools should start at an early age and the children explained to that the properties belong to others and should be respected. It should also be explained that in appropriate graffiti is vandalism, a crime and not "fun" and has consequences for the perpetrators. A clear distinction has to be made with the children between "street art" and graffiti vandalism so that they know the difference. NETWORKING It is essential that through its contacts with the Local Government Association that Council personnel network with other Councils throughout NSW (particularly in high vandalism regions) and find out where solutions combatting this scourge has been successful. The strategy is a good document however it needs extending to provide more specific methods to prevent and remove graffiti vandalism.
8	My submission is that the artistic graffiti should be allowed to be painted by graffiti artists who are suitably able to paint eye-catching and colourful murals. There are plenty of great artists in the Coffs Harbour area and I think the mural on the wall of Woolgoolga Ex-Services is a great example of how beautiful murals can be on a plain wall that is often a drawcard for taggers to vandalise with their tags.

Attachment 3

Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
9	I have done a couple of public (murals) artworks in the Coffs harbour council area and have found that there is some sort of respect from most of the taggers and graffiti vandals of other peoples artwork I painted the Woolgoolga headland water tower and the Sawtell headland toilet block , the Sawtell toilet block was painted in 2009 and has only been attacked twice both times it was fixable and the Woolgoolga water tower was painted in 2011 and has only been attacked once in that time all I can suggest is that if you can get some local artists to do some nice to the eye art it may stop some of this unsightly scribble and it will beautify the Coffs area as well, I am more than happy to help out in whatever I can do to contribute to this getting rid of this problem.
10	I am in total disagreement with the draft Council assertion that graffiti can have a positive effect on the community. As a sociologist with a multidiscipline background in urban design, where the objectives are to produce built environments that contribute to social cohesive qualities, the inclusion of graffiti in our towns and cities achieves nothing that is beneficial to the urban landscape and to the people that inhabit it. Graffiti was born out of the decay of American cities and has no place in our 21st century urbanised society. It represents a signal that law and order has been replaced by outward expressions of vandalism and any tolerance of such displays of it is an admittance that society has begun a journey into the abyss... Graffiti is also not to be confused with street art, where its character brings vibrancy to urban neighbourhoods and help inhabitants engage with a sense of place. Graffiti's destructive genre where its central elements are centred on ugliness, an extreme sense of personal angst and frustration and the encouragement of bad behaviour is totally at odds with the more creative and classical elements of society. Conclusion My intensive work and research experience over decades in many major towns and cities throughout Europe has contributed to my informed view that the inclusion of graffiti as a positive form of expressionism in the public arena or in educational facilities has no foundation whatsoever. I feel the public art graffiti carried out in the Coffs Harbour area has given life to otherwise plain unattractive walls which attract the graffiti hooligan. My only concern is the "bubble writing"!!!!! Why!!! The murals are attractive so why change that beauty with the bubble writing of graffiti hooligans! Please leave the murals as beautiful pictures.

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Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
11	In response to the article in the Advocate, Saturday December 12, 2015 I am putting forward the following suggestions for consideration. Firstly, in my opinion the community cleaning of graffiti from walls etc. does not seem to deter vandals from defacing our region's facilities. Neither does it teach tem responsibility, respect or values. I would suggest the perpetrators of this crime be ordered by the Court to clean off their graffiti as part of their punishment hence they may learn some responsibility for their actions and encourage them not to reoffend. Secondly, I strongly suggest that a mural be painted on the wall at Wongala Estate depicting our local environment including some aboriginal art work, this no doubt would be a pleasure for tourists travelling through Coffs Harbour. The artwork would also deter vandals from targeting this wall with graffiti, as is proven by the art already on the walls in this region. I can congratulate council for artworks already undertaken but feel or region could be vibrant with more beautiful murals.
12	Thank you for the opportunity to provide feedback regarding the above documents. Unauthorised graffiti is a crime. It needs to be dealt with swiftly and appropriately. I can appreciate that there are many strategies Council could employ – for example easy, effective reporting systems for the community and education programmes. Resources should be focussed on removing any graffiti in the shortest possible time, pursuing offenders relentlessly and handing out appropriate penalties – not simply "slaps on the wrist". So whilst there are many strategies and tactics that Council (and other authorities) might employ my belief is that it's a very simple strategy that's required: Council need to remove graffiti as quickly as possible and police need the resources and motivation to actively hunt down graffiti vandals and penalties should be appropriate to the crime. We are lucky enough to live in a beautiful part of the world. It's a shame that it's marred by graffiti. I'm glad that Council have taken this initiative. I'll watch with interest the outcome of this feedback process. Thank you again.

Attachment 3

Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
13	I volunteered at the graffiti day clean up last year and regularly report graffiti to Council and the RMS in Port Macquarie. I feel that Council's response to cleaning graffiti that I've reported is quite good. The graffiti seems to be removed within days or a week. What's disheartening is, it seems to me, that the graffiti isn't removed until I report it! That's not to say that others in the community don't report graffiti – I'm sure they do. But why is it that (it seems) Council's own employees don't report graffiti. To explain what I mean I'll use a recent example. I wonder how many Council employees use the highway near the Mastracolas Road overpass. The noise barrier on the exit ramp down to Park Beach Plaza Shopping Centre was riddled with graffiti and it stayed that way for quite some time. I mistakenly (it seems) thought that Council would remove such obvious graffiti. But no – the graffiti remained and in fact increased. I finally reported it to Council and within maybe one to two weeks the graffiti was painted over. (I can't be sure just when the graffiti was painted over because I live in Woopi and I don't travel to the CBD every day). My point is, it's left me wondering why it might have been that it was my phone call about this graffiti that instigated its removal. Of course I can't be sure that it was my report that generated the removal of the graffiti – but what I'm asking is, how active are Council employees in reporting graffiti to Council? I'd like to thank Sally at Council's depot for her response to my reports of graffiti. Sally is always polite and I feel she does her best to organise the removal of graffiti once reported. Although it's no good just having someone as good as Sally at the "sharp end". Sally needs supportive and motivated superiors. As for the upgraded highway, I understand that most of that is maintained by RMS and, as mentioned, I regularly contact RMS in Port Macquarie to report graffiti. I'm sure that probably most people don't know that the highway exit ramps and roundabouts are now, it seems, in fact Council's responsibility. My point here is that I don't think it should be up to residents to know who controls what part of the roads in our area. I'd hope that Council have a robust system of reporting graffiti incidents to the RMS and of pursuing RMS actively if RMS don't remove graffiti within a reasonable time from the sections of highway under their responsibility. I've been told that a system of reporting by Council to RMS exists. How will Council improve their systems to ensure RMS act more promptly than they have done so far? I'd like to finish my submission with some positive comments and suggestions which I hope Council will consider – because I's encouraged by the fact that Council seems to be taking the issue of graffiti more seriously. • Removal of graffiti should ideally be within 48 hours (24 hours for particularly offensive graffiti) – an important facet of graffiti management strategies because this in effect reduces the period of time that the offender's identifying tag or graffiti is visible, and can reduce the success of their attempt at obtaining "street kudos". • Council should post relevant information about graffiti on their website for residents. • There should be a simple, efficient reporting system for residents to use and Council should keep the community updated on graffiti removal. (Perhaps some kind of interactive online map would be best because it's not always easy to explain in words where a location is).

Attachment 3

Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
	• Landscaping could be used more effectively (eg planting vines and shrubs against walls). • Where possible vulnerable areas should be well lit, possibly with motion sensor lighting. • Requesting that private property owners remove graffiti from their premises within a set time – say one week. • The provision of information regarding the application of graffiti barrier products, whereby private property owners can remove any tags/graffiti quickly. (Some Councils offer graffiti removal kits). • Developing and distributing an information leaflet on graffiti reduction techniques. • A strong working relationship with police in tandem with robust enforcement and penalties. Why shouldn't (supervised) offenders be made to remove graffiti as part of their penalty? Also, why is the $5,000 reward for a report leading to conviction of vandalism that's mentioned in Council's website not promoted to the community more actively? • Effective liaison with other asset holders where graffiti is prevalent – eg Telstra and Essential Energy • Meaningful partnerships with youth service provides and schools to try to educate young people. • Support for community groups interested in addressing the graffiti problem. For example other Councils have used strategies such as "adopt-a-space" and "care-for-an-area" projects. • Creating legal community art programmes or initiatives, including installing community murals to deter offenders and improve streetscapes. The draft documents mention the lack of resources available to tackle the graffiti problem. Resources should be found and/or allocated in a more effective way! If Council is serious about the beautiful Coffs Coast being a tourist destination and is also intent on continuing to host world events like the car rally, then keeping our region graffiti-free is fundamental. Thank you for the opportunity to provide feedback.

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Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
14	Council's DRAFT Graffiti Management Policy and Strategy (Draft GMS) seem to be very comprehensive and includes most areas I've identified over the years when observing and reporting offensive graffiti / tagging and the visual pollution it imposes on our environment. I feel that "**prevention**" of graffiti vandalism is the main area to focus on for the following reasons and with using the following strategies: **Reasons** 1. Residents don't want the Coffs Harbour area to end up looking like capital cities and ghettos around the World; 2. Tourism is now Coffs' major industry. Unsightly tagging spoils the aesthetics and downgrades our otherwise beautiful location; 3. Budget restrictions and the cost to our Community for removal; 4. Increase Residents' pride in their area and our tourism numbers. **Strategies** 1. I totally agree with **fast graffiti removal timeframes** - as mentioned on Page 3 (of the Draft GMS). This has two effects: doesn't give vandals gratitude in showing off their ugly "artwork" (rubbish signatures etc) and reduces residents' frustrations in having to daily view the ugly tagging. As I'd noticed some areas had only "part" of the tagging removed (i.e. only half the job was completed) I'd suggested to Council to perhaps advise whoever does the tagging removal that they **carry 4 main colours of paint on their truck: green (dark and light), brown and light grey**. These colours would cover most walls, seats, paths, concrete, the back of signs etc around our area. 2. **Education** by Police School Liaison Officers. This should form part of **ALL** schools' **yearly** curriculum. After all, it's school age children who create this problem who then leave school only to continue their bad behaviour and total disrespect for public and private property. 3. **School-aged children** (as part of their Curriculum) and **Young "Offenders"** (as part of doing their "Community Service") should take part in **Graffiti Removal Days**. There should be several each year – not just one day. This would (hopefully) teach them respect for public and private property and encourage an interest in looking after their community's environment. 4. **Re-assess the sale of spray cans of paint**. After all, if this wasn't so readily available – tagging would be dramatically reduced. According to Police statistics, what age groups are doing the tagging? If they're younger (i.e. under 18) – where and how are they obtaining the spray cans? Are their older siblings or their parents buying it for them (as it's "supposed" to be locked up and only sold to over 18 year olds)? 5. **At "hotspots" – install more security cameras** as part of crime "prevention". Fake cameras are also sold – if Council feels this would help

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Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
	alleviate the problem with reduced costs. **Professional Street Artists** – I was very pleased to read on Page 8 (of the Draft GMS) that Council (and I hope other Stakeholders) will be seeking EOI's from established Artists. In the past, I've suggested this to Council (and also Essential Energy) via email. It seems that areas with professional street artwork – stay untouched by vandals. After speaking to some of the professional street artists – they've explained to me that there's some sort of respect from vandals related to this. **Residents I've spoken to would prefer that the Professional Street Art "blends" and has a theme related to our "coastal" environment** – not the "blown up letters and ugly characters" seen at some locations. A perfect example of what residents would prefer is shown on Page 6 (of the Draft GMS) – located under the rail bridge at Coffs Creek on the corner of Ocean Parade and Orlando Street, Coffs Harbour. Residents and tourists love this one! Daily, I either walk or cycle past this area and have spoken to numerous people who've all had very positive responses to this. I've also spoken to many people who **admire the Aboriginal artwork done by Brentyn Lugnan**. He's worked at various locations around Coffs, Nambucca etc. I've seen many people taking photos in front of his paintings (street artwork). This is great for our area's tourism. Please refer to email sent to Mark Sultana on 30 November, 2015. I attached examples of his work. 6. **Coordinate involvement by and with all stakeholders**. Besides **CHCC**, I've identified these other main contacts when reporting graffiti tagging: a. **ARTC** b. **Crown Lands (Dept. of Primary Industries – Lands)** c. **Star Marina / Coffs Harbour International Marina** d. **Essential Energy** e. **Telstra** f. **NBN Graffiti Removal** g. **Real Estate Agents and**

Attachment 3

Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
	h. **Strata Management Companies.**

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Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
15	I feel the public art graffiti carried out in the Coffs Harbour area has given life to otherwise plain unattractive walls which attract the graffiti hooligan. My only concern is the "bubble writing"!!!!! Why!!! The murals are attractive so why change that beauty with the bubble writing of graffiti hooligans! Please leave the murals as beautiful pictures.
16	I find the Coffs Harbour Council's Draft Graffiti Management Policy and Draft Graffiti Management Policy to be very disappointing. Coffs Harbour and surrounding areas have a significant graffiti problem and your policies are little more than a pile of paper with nice intentions. You must do much more to reverse the trend of graffiti in the area. When someone places graffiti in an area and nothing is done to correct it, those criminally responsible see your inaction as an invitation to do more. Your failure to act on graffiti on the Pacific Highway in the area of Emerald Beach is a prime example. I don't believe you have really done your homework on the issue. Graffiti does have a negative impact on tourism. You spend great money on a walk to the Jetty but ignore the graffiti. Tourists don't get a chance to see the Jetty walk because they are turned off by the graffiti and don't stop. You can't ignore the problem. You have been ignoring it for years. Forster has an effective graffiti prevention and removal program. Why haven't you modelled yours after theirs? I have spoken to their leader. He has expressed a desire to help you in the past but no-one has asked him. He goes into the High Schools and recruits students that help him in the graffiti removal process. A program like that lets the young criminals know that someone their own age does not approve of their damage and will remove it. That is a powerful message. Where is your powerful message? I have lived here for quite a while and haven't seen it. Forster's graffiti removal teams are visible and well respected part of their community. Where is your team? I've never seen them. I've seen growing amount of graffiti that stays. That is what we all see. Funding... you laugh because you can't find the money. You are cutting off your own hand because you fail to fund graffiti removal and reverse the trend. You even want to promote graffiti in areas that are 'less visible, low profile'. I don't agree. Everywhere is high profile. Everywhere is visible. I would imagine Coffs Councillors houses are rather low profile. Is it ok to do the 'low profile' graffiti there? I don't think so. Page 3 - 'Coffs has an effective but informal approach to graffiti'. Your approach is a failure and needs a complete revamp. Stop kidding yourselves. Page 5 - 2011 NSW government approves plan for graffiti removal squads. 2015 Coffs has a graffiti removal day. Your responsiveness is a failure. There needs to be an ongoing and concerted effort. Page 5 - Working with police to apprehend and convict graffiti criminals should be a key part of your plan. To do otherwise provides no incentive to stop their criminal activity. What penalty do they face? Who is able to catch them? They are laughing at your inept response. Page 8 - Sanctioned art. Level 3 'low vis, low profile, Disagree as mentioned previously.

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Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
	Page 10 - No budget. You need to fix this. Budget for materials, truck, labour, programs in schools, etc... When a youngster throws a rock through a window and nothing gets done to fix it, it is sign that no one is living there or they don't care. It is an invitation to throw more rocks. We have criminals tagging all over our beautiful city. Is there anyone home in Coffs Council that is going to do something?
17	I'd like to respond to the Draft Graffiti Management Policy and the Draft Graffiti Management Strategy both of which seem to currently be "On Exhibition". The Draft Graffiti Management Policy is actually entitled “Graffiti Management Policy"- i.e. no "Draft". I'll assume in my comments here that the word "Draft" was omitted by mistake. The Draft Policy and the Draft Strategy- were supposed to be "On Exhibition" from 16th December 2015 to 13th February 2016. When we went to Council on about 21st December 2015 no such documents were "On Exhibition"/display at Coffs Council. Neither were they on display at Coffs Library or at Woopi Library. The nice ladies at both libraries seemed to say that they often didn't receive documents which are supposed to be "On Exhibition". We eventually downloaded the Draft Policy and the Draft Strategy from the Council website. It seems ridiculous that given the huge resources of CHCC from ratepayers that any policy and strategy about graffiti are still only in Draft stage. What has Council been doing over the last few years? The Draft Strategy- says that "there is no identified budget allocation or capacity within the existing budgets for additional activities regarding graffiti". Is Steve McGrath blind? Or does he drive around the area with his eyes closed? Or does he simply not care about the increasing graffiti that’s appearing in Coffs Harbour, Sandy Beach and Woolgoolga all the time? If I were Steve McGrath- I'd be reluctant to invite any guests to Coffs Harbour and surrounding areas because of the prevalence of graffiti. I'd be too embarrassed. Probably Mr McGrath has thicker skin and other priorities. If I were Mr McGrath -I'd want a clear statement to be put out that I (Steve McGrath) am very proud of Coffs Harbour- and I'll accept nothing less than intolerance of the increasing graffiti that's appearing everywhere. I'd want the Draft Policy/Strategy to state categorically that the objective of CHCC is to remove all existing graffiti from the area. And also that any new graffiti should be removed within two weeks (or one week) of the reporting date. I'd want to make sure (if I were Steve McGrath) that a simple and efficient reporting system was in place, and publicised -so that everyone in the Coffs Harbour area might know how to report new graffiti. I'd want (if I were Steve McGrath) to know that there was some sort of feedback system -so that local citizens who'd taken the trouble to report

Attachment 3

Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
	graffiti could have some feedback on how worthwhile their effort had been. You can't go past Sandy Beach (unless you're Steve McGrath with your eyes closed) without noticing the disgusting graffiti at the Sandy Beach interchange. Our hugely expensive and very impressive new road has been vandalised. People from south and north, from Sydney and Brisbane- must wonder what the hell is wrong with Sandy Beach. Mr McGrath would probably say- not my responsibility (if he happened to open his eyes for a second). Mr McGrath would probably say- "That's RMS responsibility- not mine". Sorry Steve. It's your patch. Set up a reporting system through CHCC and pass graffiti reports to RMS from CHCC. Don't expect residents to distinguish between what is Council responsibility and what is RMS responsibility. If I were Mr McGrath -I'd be keen to set up a strong liaison between Council and the Police. The first few words in the Draft Policy are- "Graffiti is an offence". So get the Police involved more conscientiously. A senior policeman in Woopi recently told me that he wouldn't do anything if he saw a driver ignoring a particular "No Entry" sign. Hardly likely- therefore- that the Police are going to be bothered about the increasing graffiti. If I were Steve McGrath -I'd challenge the attitude of the Police to low level misdemeanour on my patch. If I were Steve McGrath - I'd want to know what penalties were in place for kids caught spray painting graffiti on my patch. I'd want to know how many were caught in the last twelve months. What penalties were imposed. And if the answer was "none" and "none" - I'd be asking how they (the Police) can explain that so many offences are clearly being committed- but that they (the Police) aren't doing anything. Somewhere on the Council website it says that there's a $5000 reward for information about graffiti vandals. Despite the extensive Draft Documents- there's no mention of this $5,000 reward. In relation specifically to the two Draft documents- the Draft Graffiti Management Policy has "definitions" distinguishing between "Graffiti" and "Graffiti Vandalism". Unfortunately- throughout the two documents the two different terms seem to be used confusingly or interchangeably. Often the term "Graffiti Vandalism" seems to be used where the straightforward term "Graffiti" would be more appropriate. The impression given is that the writer is trying to downplay the very real graffiti problem in Coffs Harbour By using the slightly cerebral, vague and less easily defined term of "Graffiti Vandalism". If there's crude spray paint on a wall- or a penis and testicles painted in yellow/orange paint on a street surface in Woolgoolga- in my opinion that's Graffiti - not Graffiti Vandalism. In the Draft Policy there's a comment saying that the "negative effects of graffiti vandalism can include contributing to (sic) reduction in local pride". Let's be honest. The "local pride" being referred to is that of the residents of Coffs Harbour and surrounding areas. In other words- predominantly the rate payers. So I suggest that the quote above be changed to "the negative effects of graffiti can include a reduction in the pride of the local residents about their city and cause dissatisfaction with their local Council- to which they pay high rates".

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Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
	Moving to the Draft Strategy- under "Stakeholder Engagement". The term "private land owners" is used. I believe that most people regard themselves as "home owners". The term “private land owners” implies- I believe- possibly farmers with acreage or owners with vacant land. Not just normal simple home owners. More importantly- the statement as written certainly seems to exclude renters. Do Council dismiss the right of renters to have a view on "graffiti" or "graffiti vandalism" simply because the rates are paid by the landlord? Do perfectly good and upstanding members of the public- who happen to be renters- have no importance as far as Council is concerned when it comes to their local environment simply because they aren’t “private land owners" and therefore pay no rates? Despite my above comments you might be surprised to hear that in general I'm supportive of the two Draft documents! However I'm suspicious of the fact that the dead hand and the closed eyes of the General Manager might be at work- and that this submission of mine will be placed carefully in the waste bin. I'd like to think that Steve McGrath cares about Coffs Harbour- but I have my suspicions that he doesn't. Mr McGrath - have you recently been past the Sandy Beach interchange with your eyes even half open? If you have, are you not ashamed that someone such as yourself, with such authority, inflicts such insult on your local residents every time they drive past? In Woopi the incidences of Graffiti have been rising rapidly. The manager of the Beach Caravan Park didn't care that his big sign was daubed with graffiti. There's a huge #52 in red writing that has appeared on the Marine Rescue building. And now that same red #52 has appeared on the Woopi water tower. Does none of your large number of employees (paid from rate payers' money) notice these things and report them? Some of your employees seem to visit the Water Tower/Woopi Lookout for a coffee or lunch. No problem with that- but please ask them to also keep their eyes open generally (even if you don't) for how they might be able to help and support the local community- with things like reporting graffiti- seeing as they're all ultimately paid from money provided by us. It would be good if the draft proposals could be implemented quickly and resources provided so that the tide of graffiti in Coffs Harbour, Sandy Beach and Woolgoolga might start to recede.

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Submissions to the Draft Graffiti Management Strategy 2016-2020 and Draft Graffiti Management Policy

No	Submission
18	I would suggest that Council pressure the Government to pass the following law. It should be made law that every shop that sells spray paint should do the following. Keep a register of everyone that buys spray cans of paint (name and address) Prove who they say they are. Record the Colour, Types of paint, who made it, whether it is oil or water based. Date of purchase and quantity. Any graffiti that can be matched to the purchaser, they should be made to produce a full can of spray or cop a fine of $1000 for each incident and made to clean it up and also pay compensation for any damage that they caused. But a better thing would be to flog these idiots first. Anyone caught carrying spray cans of paint or large Texta pens after dark should have a good excuse for doing so or be fined. As for paint being sprayed on trains in yards and buses being sprayed in depots, there should be armed guards patrolling these areas with the authority to shoot on sight with a load of buckshot to the backside before being arrested.

REPORT TO ORDINARY COUNCIL MEETING

COFFS HARBOUR RENEWABLE ENERGY AND EMISSIONS REDUCTION PLAN

REPORTING OFFICER:	Section Leader, Community Planning and Performance
DIRECTOR:	Acting Director, Sustainable Communities
COFFS HARBOUR 2030:	LP 4.1 Promote Sustainability programs and policies LC 3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour LE 2.2 Reduce our carbon footprint LE 4.6 Promote and adopt energy efficient practices and technologies across the community
ATTACHMENTS:	ATT1 Coffs Harbour Renewable Energy and Emissions Reduction Plan ATT2 Coffs Harbour Emissions Reduction Plan Stages 1 and 2

Recommendation:

That Council:

1. **Adopts the Coffs Harbour Renewable Energy and Emissions Reduction Plan in order to meet the following targets:**
   - **1.1 Coffs Harbour City Council will reduce its per annum corporate emissions (tonnes CO_2-e) from 2010 levels by 25% by 2020 and by 50% by 2025.**
   - **1.2 Coffs Harbour City Council energy use to consist of 10% renewables by 2020, 50% renewables by 2025 and 100% renewables by 2030.**
2. **Seek ministerial approval under Section 410(3) of the Local Government Act 1993 to undertake internal borrowing from the Sewer Fund in order to source funds to deliver the Coffs Harbour Renewable Energy and Emissions Reduction Plan targets.**
3. **Reviews future financing options and targets for 2025 and 2030 in 2021 and again in 2026 in order to clearly identify an accurate financial scenario at both of these milestones.**
4. **Defers the implementation of resolution 193 (Council meeting of 27 August 2015) to provide rebates for solar installations on commercial properties until after the FY2020 Plan has been implemented and at such time when the Renewable Energy Fund returns to a surplus balance position.**

EXECUTIVE SUMMARY

This report outlines the development of the Coffs Harbour Renewable Energy and Emissions Reduction Plan (REERP) and presents the REERP, with an identified implementation approach and estimated costs compiled by Council staff in collaboration with Sustainable Business Consulting (SBC), for Council's consideration and adoption.

In December 2014, Council adopted provisional renewable energy and emissions reduction targets and resolved that a further report be presented to Council revisiting the provisional targets in the context of the REERP.

REPORT TO ORDINARY COUNCIL MEETING

The provisional renewable energy target of 25% identified to be achieved by 2020 is proposed to be revised to 10% based on financial viability. The original provisional target of 50% renewable energy by 2025 and 100% by 2030 will likely not be impacted by this alteration.

The proposed targets, if endorsed, are ambitious and demonstrate Council's continued commitment to corporate sustainability, renewable energy use and emissions reduction.

The proposed targets offer the possibility for Council to significantly reduce both emissions and energy costs. However, in order to realise these savings and achieve emissions reduction and renewable energy targets, Council will need to commit to resourcing long-term investment. This investment is significantly above that which can be funded from the Revolving Energy Fund previously resolved by Council. To achieve this required investment, it is proposed that Council seek ministerial approval under Section 410(3) of the Local Government Act 1993 to undertake internal borrowing from the Sewer Fund to fund any of the scenarios in order to meet the REERP targets. It is proposed that the cost of funds be the Reserve Bank of Australia Cash Rate + 1.5% per annum and that a Policy on Internal Borrowing be developed and presented to Council.

The name of the implementation report has been revised from Coffs Harbour Emissions Reduction Plan (CHERP) to Renewable Energy and Emissions Reduction Plan (REERP) to incorporate the significance of the renewable energy component to the targets in addition to the emissions reduction.

REPORT

Description of Item:

The position of Councils with regards to emission reduction and renewable energy targets varies considerably across NSW and Australia. Many Councils do not have any such targets while there are others that have set very ambitious targets. For example, Lismore City Council have adopted a renewable energy target of 100% by 2023, and Byron Shire Council lead the way with their target to become a zero net emissions region by 2025. Further afield, the City of Sydney have set targets of 70% emissions reduction by 2030 and a renewable energy target of 30% by 2030. Bega, Eurobodalla and Snowy River Shires Councils have adopted targets of 50% energy reduction and 50% renewable energy by 2020. Closer to home Bellingen Shire Council has set a corporate emissions reduction target of 40% by 2020.

At its meeting of 26 June 2014 Council resolved:

> *That Council sets targets for its use of energy from renewable sources, including hydroelectricity, solar and other.*

At its meeting of 10 July 2014 Council resolved:

> *That Council staff investigate strategies for reducing energy consumption. This may include such things as use of automatic timers, air conditioners and use of energy efficient technology such as LED. In particular, options for street lighting should be included*.

At its meeting of 18 December 2014 Council resolved:

1. *Council notes the Coffs Harbour Emissions Reduction Plan (Stages 1 - 2) and adopts the following provisional targets:*
   - *1.1 Coffs Harbour City Council will reduce its per annum corporate emissions (tonnes CO_2-e) from 2010 levels by 25% by 2020 and by 50% by 2025.*
   - *1.2 Coffs Harbour City Council energy use to consist of 25% renewables by 2020, 50% renewables by 2025 and 100% renewables by 2030.*
2. *A further report be presented to Council in 2015 revisiting the provisional targets in the context of the Coffs Harbour Emissions Reduction Plan (Stage 3).*

This report outlines the development process for the Coffs Harbour REERP and presents the final Coffs Harbour REERP for Council's consideration and adoption.

The various stages of the Coffs Harbour REERP development and implementation are outlined below:

Stage 1 - Emissions Profile/Carbon Foot-printing
Stage 1 was a review of Council's greenhouse gas emissions profile (or carbon foot-printing) with the aim to set up a streamlined and repeatable methodology which would allow for simple emissions monitoring (aligning with Stage 5 and future emissions auditing). Monitoring and reporting allows Council to track emissions and costs from electricity, street lighting and Council's fleet.

Stage 2 - Adopt Renewable Energy and Emissions Reduction Targets
Stage 2 was the adoption of the provisional renewable energy and emissions reduction targets, which are generally expressed as a percentage reduction on a base year by a target year.

Stage 3 - Prepare a Renewable Energy and Emissions Reduction Plan
Stage 3 involved the preparation of a corporate plan outlining possible actions to be undertaken by Council to aim to achieve the provisional targets. The Coffs Harbour REERP identifies and prioritises actions that will provide renewable energy and emission reduction achievement.

Stage 4 - Implement the Coffs Harbour REERP
Stage 4 is the implementation of the Coffs Harbour REERP toward reaching the adopted Stage 3 targets.

Stage 5: Monitoring, Verification and Reporting
Stage 5 involves monitoring and reporting on Council's actions undertaken, cost savings achieved and progress towards the targets.

Issues:

Coffs Harbour REERP Stages 1 and 2

The Coffs Harbour REERP Stages 1 and 2 Report outlined the rationale and context in which the initial recommendations for proposed Coffs Harbour REERP targets were made. Detailed information and data can be found in the report (Attachment 2 – Coffs Harbour REERP Stages 1 and 2) but the key findings were:

- In 2013/14 Council's total annual metered electricity costs were just under $4 million.

  (This excludes street lighting costs which amounted to a further $907,000).
- In 2013/14 Council emitted approximately 19,064 tCO2e excluding emissions from the landfill. Emissions from the landfill amounted to approximately a further 19,500 tCO2e giving total council emissions of 38,564 tCO2e.
- In 2013/14 approximately 2% of Council's energy use was from renewable energy sources.
- Works undertaken to reduce consumption between 2012 and 2013 (plus other cost cutting measures) have enabled Council to reduce their metered electricity costs by approximately 5% with a saving of $211,411.
- In 2013/14 Council's largest emissions came from the sewer and water system; followed by electricity use from other assets such as buildings, sportfields, etc, followed by the fleet and finally unmetered street lighting.

Targets and financing for FY2020 Plan

The Coffs Harbour REERP report provides two scenarios for 2020 renewable energy targets:

1. **10% Renewable Energy by 2020** - To achieve a revised target of 10% by 2020 would require investment of approximately **$1,570,000** (Net Present Value of $1,070,000)

2. **25% Renewable Energy by 2020** - To achieve the initial proposed provisional target of 25% by 2020 would require investment of approximately either Option 1) **$3,960,000** (Net Present Value of -$565,000) or Option 2) **$6,063,000** (Net Present Value of -$816,000).

It is worth noting that the target of 100% renewable energy and 50% emissions reduction by 2030, and the 2025 targets, would likely not be impacted by reducing the 2020 renewable energy target to 10%.

However, it should be noted that the financial calculations and impact analysis that has been undertaken are based on conceptual data and are estimates. Further work will need to be undertaken to finalise the various elements and projects required to implement the Coffs Harbour REERP. This includes identifying the specifics of the expenditure required and emission reduction/renewable energy realisations for each year, to be documented in Council's Operational Plan. However, it is anticipated that annual variations should not dramatically impact on the overall targets to be resolved by Council.

Assumptions for Scenario 1 – 10% renewable energy target by 2020:

- Construction over 4 years.
- 58% Power Purchase Agreements (PPA) and 42% Council funded.
- Net Present Value (NPV) of approximately $1,070,000 over 15 years.
- Internal borrowing from Water and Sewer Fund over 4 years with greatest borrowing at approximately $714,000 in the 2018/19 financial year being repaid by savings and REF contributions by 2021/22.
- Investment costs of approximately $1,570,000.
- This option is most preferred from a financial stand point.

Scenario 1 involves proposed funding of approximately $819,000 for a combination of small scale solar photovoltaic (PV) initiatives that are both Council funded for approximately 42% of the target for solar PV, and funded through PPA for approximately 58% of the target for solar PV. In addition, $750,000 would be invested in upgrading our street lights to Light Emitting Diode (LED) technology.

The net present value (NPV) of this option is approximately $1,070,000. NPV uses the time value of money to evaluate and compare capital investments. The time value is reflected by the use of a discount rate to calculate the present value of future cashflows. All cash inflows/savings and expenses over the life of a project are calculated, and discounting is used to calculate the present value of savings minus the present value of costs. Where investment options are compared the one with the higher NPV is preferred from a financial perspective. It is not considered to be a good investment from a financial perspective to undertake any option with a negative NPV.

It is considered appropriate to borrow internally from the Sewer Fund to fund any of the scenarios in order to meet the Coffs Harbour REERP targets (as per details in attachment 2 – Coffs Harbour REERP FY2020 Plan Financial Analysis). Council would be required to seek ministerial approval under Section 410(3) of the Local Government Act 1993 to undertake internal borrowing and it is proposed that the cost of funds be the Reserve Bank of Australia Cash Rate + 1.5% per annum and that a Policy on Internal Borrowing be developed and presented to Council.

Assumptions for Scenario 2 – 25% renewable energy target by 2020:

Scenario 2 involves proposed funding for the same small scale solar PV and the LED street light upgrade, but also incorporates green energy purchases required to meet the 25% target.

Two options are presented for the 25% target.

Option 1 – 100% PPA funded solar PV:

- Construction over 4 years with 100% PPA.
- NPV of approximately -$565,000 over 15 years with no assumed return to operational areas through savings as the savings would be required to fund Green energy purchases.

- Internal borrowing from Water and Sewer Fund over 4 years with greatest borrowing at approximately $352,000 in the 2018/19 financial year being repaid by savings and REF contributions by 2022/23.
- This option requires expenditure of $223,000 per annum in 2019/20, and ongoing expenditure on green energy, to meet a 25% renewable energy target.
- Investment costs of approximately $3,960,000.
- This option is not recommended.

A scenario whereby 100% of the target is achieved by means of PPA is not recommended as it generates very limited future energy expenditure savings to Council and therefore does not represent an effective use of funds and goes against the principle of 'invest to save'. It also limits the potential to meet the future 2025 and 2030 Plan targets as energy expenditure cost savings are considered to be required to help to ensure a viable sum of funds in subsequent years for meeting the 2025 and 2030 targets.

Option 2 – Combination of 50% PPA and 50% Council funded solar PV

- Construction over 4 years with 50% PPA and 50% Council funded
- NPV of approximately -$816,449 over 15 years with no assumed return to operational areas through savings as savings required to fund Green energy purchase
- Internal borrowing from Water and Sewer Fund over 11 years with greatest borrowing at approximately $2,065,000 in the 2018/19 financial year being repaid by savings and REF contributions by 2027/28.
- This option requires expenditure of $223,000 per annum in 2019/20, and ongoing expenditure of green energy, to meet a 25% renewable energy target.
- Investment costs of approximately $6,060,000
- This option is not recommended.

The Coffs Harbour REERP identifies the potential for 650,000kWh of renewable energy to be contributed by $700,000 investment in energy efficiency. This opportunity has not been used for any of the scenarios as Council has undertaken significant energy efficiency upgrades over recent years and the vast majority of our plant and equipment is already of a high specification regarding efficiency. This opportunity is not seen as value for money as it would involve replacing efficient and functioning, and what in some cases is reasonably new, plant and equipment with newer models that are slightly more efficient. Rather, Council will continue to procure energy efficient plant and equipment as and when it needs to be replaced. As the implementation of this is a relative unknown, it has accordingly not been factored in to the targets.

In addition, at its meeting of 27 August 2015 Council resolved to:

1. *Expand the Renewable Energy Fund to include the possibility of expenditure on recipients external to Council.*
2. *To endorse in principle that four rate rebates of $5,000 each to be made available for commercial property owners for solar installations of over 10kw.*
3. *To have the above included for recommendation in Year 1 of the CHERP expenditure plan as a trial.*

Given the not inconsiderable challenge to fund the Coffs Harbour REERP targets, it is recommended that the implementation of the above resolution of Council is not funded from the REF until after the FY2020 Plan such time as the REF returns to a surplus balance position.

Renewable Energy Targets

For an organisation to become 100% renewable, annual energy consumption needs to be offset or exceeded by an equal amount of renewable energy. It is not just about switching to renewables; it is also about reducing the demand through energy efficiency. Council will continue to implement a range of initiatives that will contribute to the end goal of 100% renewable energy and 50% emissions reductions by 2030. Part of the approach suggested within the Coffs Harbour REERP, as recommended by the consultants, to meeting the 2020 renewable energy target is a reduction in demand for energy use. This will in part be achieved by upgrading our street lights to LED technology.

To be 100% renewable, energy consumption does not have to be matched in real time with 100% renewable energy production. The requirements to achieve 100% renewable energy production are very significant. Also, any shortfalls would need to be met by purchasing renewable energy, which could expose Council to price fluctuations. Achieving 100% renewable energy without being connected to the grid is much more expensive and harder to achieve. The renewable energy system would have to be oversized and there would need to be a huge amount of (battery) storage on site to account for the variability in generation and consumption. Therefore, an approach which requires 100% renewable energy production has not been proposed by the consultants and is why energy demand reduction is a key component of the approach to the renewable energy targets.

Renewable Energy Fund and Renewable Energy Steering Committee

At its meeting of 12 March 2015, Council resolved the following:

1. *Council seek 3% of its energy from green sources.*
2. *Council allocate 10% of the difference between green and black power OR $100,000, whichever is greater, for Council's large contestable sites and street lighting, to invest into a Renewable Energy Fund on an annual basis for use as funding for energy efficiency and renewable energy works across Council's assets.*

The REF is one of the financial mechanisms identified in the Coffs Harbour REERP to meet Council's emission reduction and renewable energy targets. The REF will also facilitate investment in ongoing energy cost savings that will contribute to a reduction in overall Council operating expenses.

Key benefits of the REF include:

- It facilitates emission reductions, cost savings and resilience in the face of rising energy costs.
- Effectively allows a monetary investment to be spent a number of times (through reinvesting energy cost savings) without reducing its value.

It is proposed that the REF is to be managed by a Coffs Harbour REERP Steering Committee who will be comprised of a variety of Council staff who are stakeholders in the implementation of the Coffs Harbour REERP. The Steering Committee will report on progress and make recommendations to the Group Leadership Team (GLT). These recommendations will include which project initiatives are to be undertaken, and how the implementation is to be phased and budgeted, in order to meet the various targets. These initiatives will be documented in Council's Integrated Planning and Reporting documents for consideration by Council.

Options:

The following options are available to Council

1. To adopt the Coffs Harbour REERP with a revised target for 2020 of 10% renewable energy, and support borrowing internally from the Sewer Fund in order to meet these targets. This option has a positive net present value of approximately $1.07 million over a fifteen year time horizon. A positive net present value will provide additional funds for Council to utilize in other projects over the life of the asset over and above the status quo.
2. To adopt the Coffs Harbour REERP with the original target for 2020 of 25% renewable energy, noting that under option 1 (100% PPA) there is approximately an additional $2,390,000 and under option 2 (combination of 50% PPA and 50% Council funded solar PV) there is approximately an additional $4,493,000 required to achieve this target. This option has a negative net present value between approximately $0.57 million and $0.82 million over a fifteen year time horizon. A negative net present value will require Council to provide additional funds over the life of the asset over and above the status quo.
3. To not adopt the Coffs Harbour REERP and set no renewable energy and emissions reduction targets.

Sustainability Assessment:

- **Environment**

Climate change has an extremely significant impact on the environment. Council's Climate Change Policy (adopted September 2013) states that "Climate Change is a change in the average pattern of weather over a long period of time. Greenhouse gases play an important role in determining climate and causing climate change". Once Stage 3 of the Coffs Harbour REERP is under implementation it is anticipated that there will be a benefit for the environment as result of Council's increased utilisation of renewable energy and reduction in greenhouse gas emissions.

Through the adopted Sustainability Policy (September 2013), Council also recognises that it has a responsibility to implement sustainability measures across the organisations, in order to properly manage, develop, protect, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecological sustainable development.

- **Social**

  Council's Climate Change Policy states that "climate change will impact on both the current and future way of life of the whole Coffs Harbour community and our natural and built environment. Also, that climate change will likely impact on a wide range of Council services and operations, has a highly significant impact on the community and any actions that Council undertakes will assist in minimisation of the impacts". The implementation of the Coffs Harbour REERP will assist in minimising these impacts.

- **Civic Leadership**

  Council, under its adopted Climate Change and Sustainability, has identified its desire to show strong leadership to the community in actions to combat climate change threats. The first part of showing strong leadership is to set targets which act to drive significant action and change and show Council is willing to do "our bit".

- **Economic**

  Stage 3 of the Coffs Harbour REERP identifies the financial impacts, including initial up-front costs, savings and payback times, associated with actions required to meet the 2020 target. Improving energy efficiency and investing in renewable technologies will deliver financial savings relating to energy use for Council in the long-term and offer financial resilience towards ongoing energy cost increases. Some savings will be achieved in the short to medium term whilst others will require a strong "invest to save" approach with initial investment aligned with savings to be achieved in the medium to longer term.

  Financial analysis regarding the potential expenditure required to meet the targets for 2025 and 2030 has not been included in this report due to both the very high uncertainty of the future costs of what is rapidly enhancing technology, especially with regard to battery storage opportunities, and the projected potential for solar generation costs to fall below the average wholesale price of electricity. It is recommended that future financing options and targets for 2025 and 2030 are reviewed again in 2021 and 2026 in order to clearly identify a more accurate financial scenario at both of these milestones.

  Broader Economic Implications

  The setting of targets for Council may have some broader economic implications. As Council increases investment in renewables and energy efficiency then there may be opportunities created for local business. The low carbon and renewable energy industries globally are large and growing and they represent a significant opportunity for Coffs Harbour's economic development as the region moves to a low carbon future.

  Delivery Program/Operational Plan Implications

  If adopted, the Coffs Harbour REERP will require Council to make a long-term commitment to ongoing investment in corporate sustainability, energy efficiency actions and renewable energy installation initiatives. These initiatives will be documented in Council's Integrated Planning and Reporting documents.

Risk Analysis:

There are significant risks associated with the adoption of the Coffs Harbour REERP. Adoption of the Coffs Harbour REERP commits Council to a significant future financial investment in order to meet the targets and there is reputational risk if the targets are not achieved. The risk of reputational damage can be minimised by annual reporting on progress towards achieving the targets and a review of the targets every five years to ensure the organisation is on track.

Consultation:

The preparation of the Coffs Harbour REERP has involved consultation with a wide cross section of Council personnel, energy consultants and government agencies. Consultation has involved the collection of information and data used to develop an understanding of Council's energy usage and carbon footprint, the review of emissions targets both locally, nationally and internationally and the identification of best practice approaches in the area of emissions monitoring and reporting.

Related Policy, Precedents and / or Statutory Requirements:

- Sustainability Policy (approved 28 November 2013)
- Climate Change Policy (approved 26 September 2013)

Implementation Date / Priority:

Once Council has endorsed the targets, Stage 4 and the implementation of the Coffs Harbour REERP will commence. Updates on the implementation will be brought to Council as part of Council's 6-monthly Progress Reports.

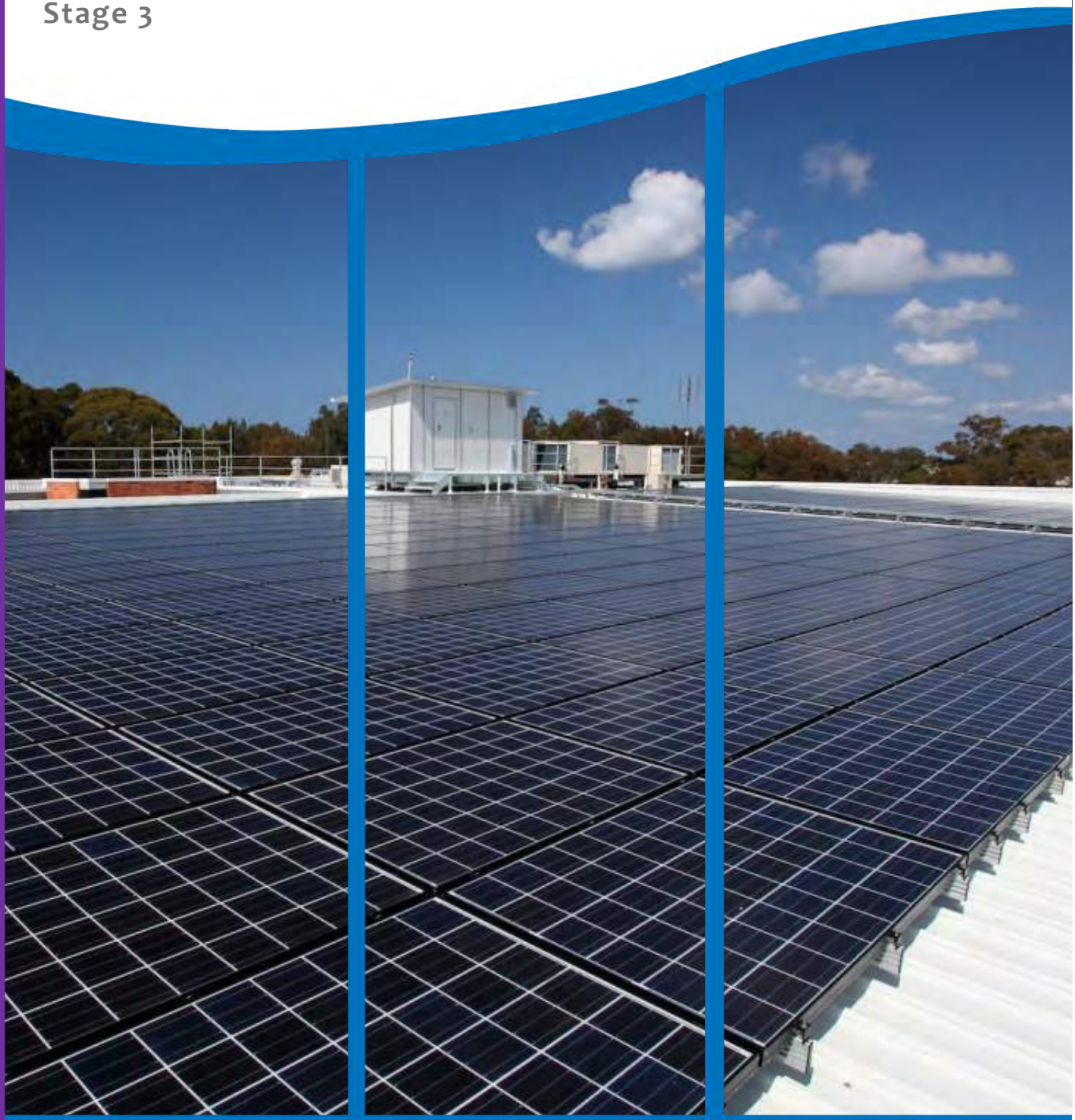
Conclusion:

The recommendation is to adopt the Coffs Harbour REERP, with a revised target for 2020 of 10% renewable energy, and that Council commits to the long-term funding required, in addition to the Revolving Energy Funds, in order to ensure that the Coffs Harbour REERP targets can be achieved.

Attachment 1

Renewable Energy and Emissions Reduction Plan (REERP)

Stage 3



Helping to achieve the 2030 Community Vision

Attachment 1



CHCC Renewable Energy and Emissions Reduction Plan (REERP)

Coffs Harbour City Council

February 2016

CHCC Renewable Energy and Emissions Reduction Plan

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1. Executive Summary

The consumption of fossil fuels causes the emissions of greenhouse gases, which in turn causes climate change. Because there is such a direct link between the energy use and carbon emissions, more and more organisations, councils, states, and even whole countries are committing to a goal of 100% renewable energy.

Renewables can provide independence from having to import oil, and they offer price stability for many years to come. In future, energy storage may provide even greater flexibility and security of renewable energy supply.

The advantages for councils that develop pathways to switching to 100% renewable energy are clear. It helps them mitigate the risk of rising fossil fuel prices and the potential penalisation of fossil fuel consumption via a price on carbon. It sets a clear signal for the residents and other councils, and it establishes the council as a leader in sustainability.

In Australia, we are still at the beginning of this new mega trend in sustainability but several councils have already developed, or are in the process of developing, plans to move to 100% renewable energy.

On 18 December 2014, Coffs Harbour City Council (CHCC) adopted the 100% renewable energy target by 2030 as per Council resolution 372. In addition to the 100% target, there are also interim targets for both renewable energy as well as carbon emissions. CHCC's target for 100% renewable energy is for Council operations only, but covers stationary as well as transport energy.

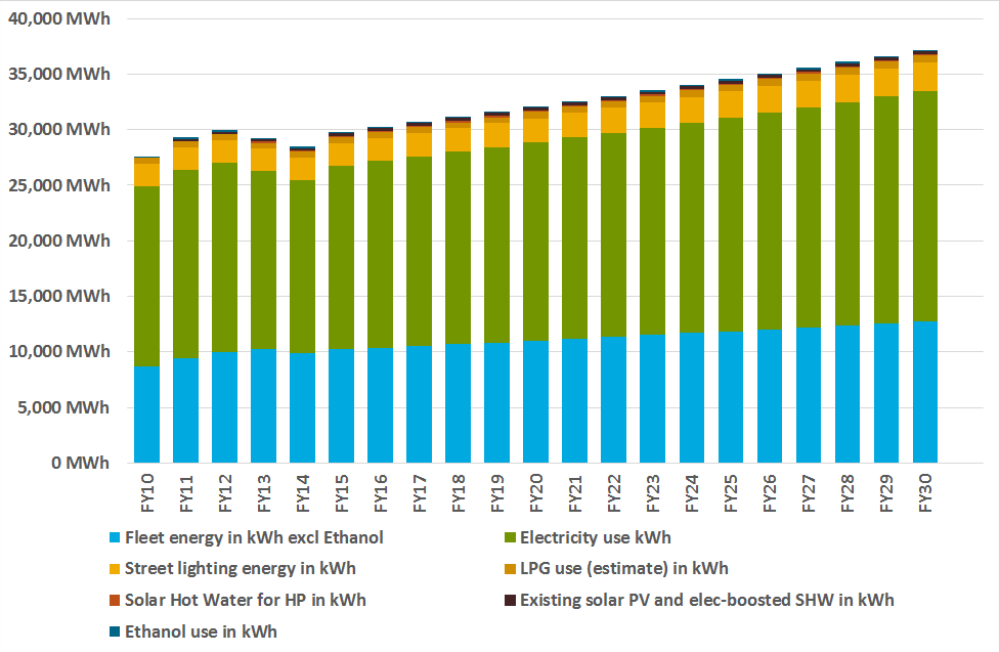
Currently, less than 2% of Council's energy use comes from renewables through solar PV, solar hot water systems, and the ethanol (E10) proportion in its fuel use. The remaining 98% of energy is from fossil fuel sources.

CHCC's energy footprint is dominated by electricity consumption, which is used to power major energy users such as water and sewerage pumping and treatment systems, streetlights, Holiday Parks, and Council's community, administration, Works and other facilities.

Council's transport fuel use is dominated by diesel, which powers trucks and road plant used by Council's Asset Construction and Maintenance crews. Passenger vehicles and light commercial vehicles are powered by petrol and E10. Diesel and petrol are from fossil fuels, while E10 contains 10% Ethanol, a renewable fuel source.

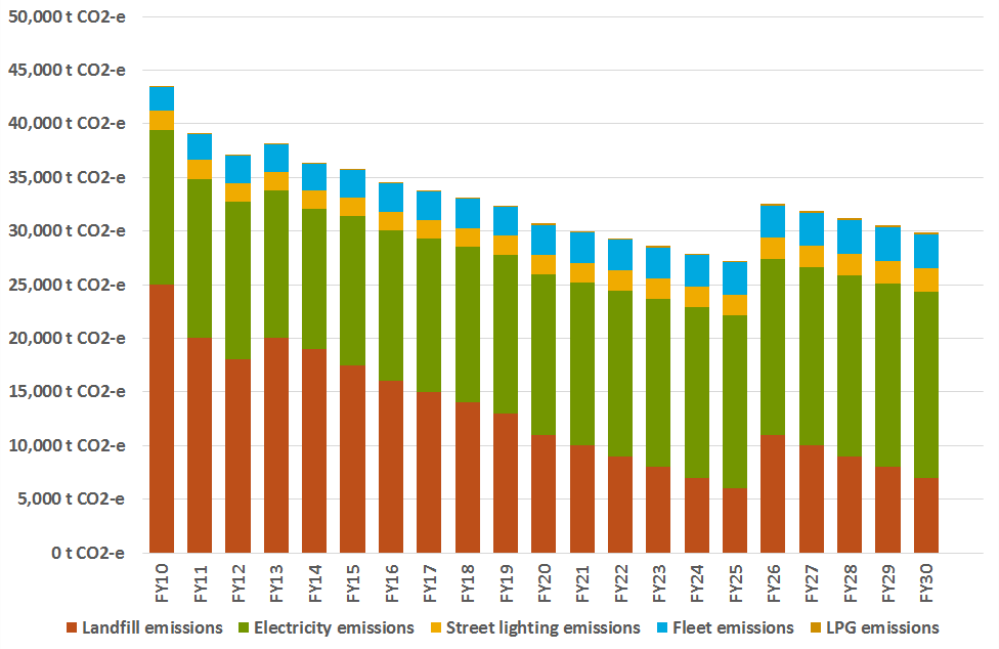
To make Council's targets quantitative, a business-as-usual (BAU) projection of energy use was developed, which can be seen in the graphic on the next page. The BAU situation predicts what future energy use will be in the absence of further efficiency and renewable energy measures.

Figure 1: CHCC BAU energy projection to FY2030



The business-as-usual (BAU) baseline for greenhouse gas emissions looks as follows:

Figure 2: CHCC BAU carbon emissions projection to FY2030



Based on the goals and projections, targets were estimated and quantified. For FY2020 both a 25% renewable energy target and a 10% renewable energy target were assessed. This provides Council with two alternative pathways to meet the FY2025 targets, and reflects the potential for the establishment and mobilisation of efforts towards meeting the targets to take time.

Figure 3: Simplified targets for carbon emissions reduction and renewable energy to FY2030

	2020 A -25% CFP 10% RE	2020 B -25% CFP 25% RE	2025 -50% CFP 50% RE	2030 -50% CFP 100% RE
REDUCE carbon by:	-2,000 t	-2,000 t	5,500 t	8,100 t
INCREASE renewables by:	2,700 MWh	7,500 MWh	16,800 MWh	36,700 MWh

There may be greater than target savings for emissions in FY2020. This is a result of projected landfill emissions reductions exceeding the 25% target.

Stakeholder consultation was an important part of the work undertaken. To develop the best business cases for the REERP, it was crucial to filter down from all energy efficiency and renewable energy options available to the ones that were preferred by Council, technically feasible and financially viable. To find the perfect intersection between those three key requirements, an iterative process of data analysis, research, site visits and stakeholder consultation through workshops and one-on-one meetings was employed.

In the workshops that were held with staff, unsuitable renewable energy and energy efficiency opportunities were filtered out. From 15 initial options, the following seven were selected and developed into a plan that allows Council to meet its targets.

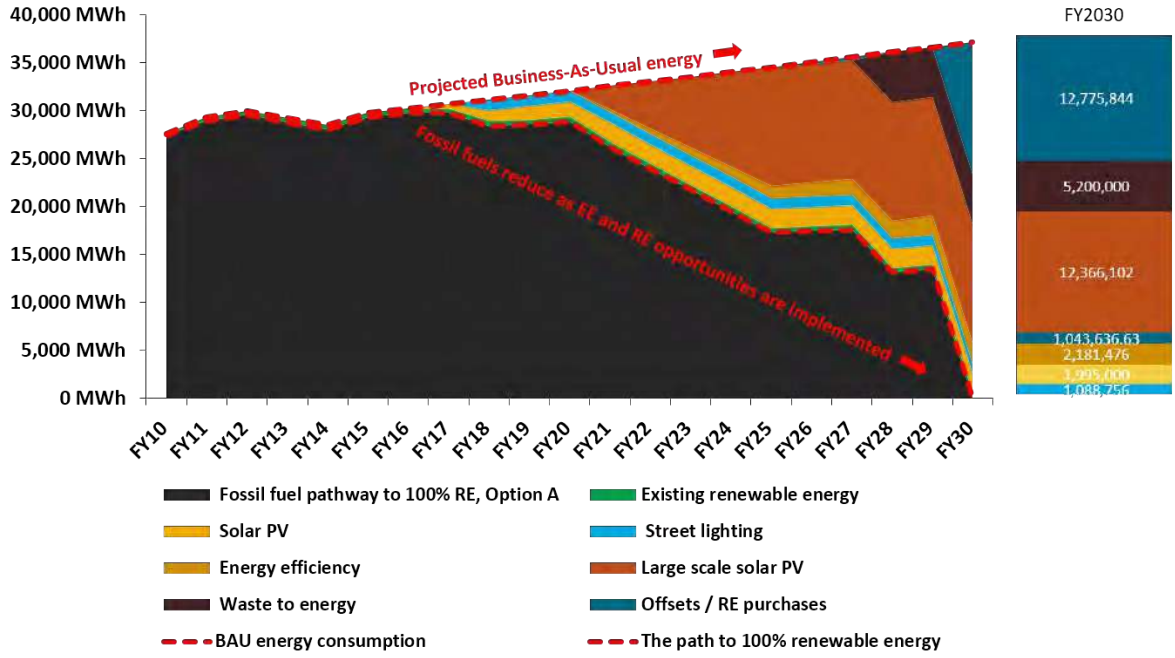
- Upgrading street lighting to LED
- Solar PV (behind-the-meter)
- Energy efficiency of Council's facilities
- Renewable energy or offset purchasing
- Large-scale solar PV generation
- Waste-to-energy generation
- Fleet energy efficiency and biofuels

Three 5-year plans were developed that represent a cost-effective way to meet each interim and the final targets. These plans include the FY2020 REERP Plan, the FY2025 REERP Plan, and the FY2030 REERP Plan.

Council has expressed a preference for funding the FY2020 plan through Council's Renewable Energy Fund (REF). Savings made as a result of sustainability initiatives are diverted back into the fund to repay the capital. The REF will finance rooftop solar PV projects. Upgrading to LED street lights will incur no upfront costs for Council.

The graph on the next page illustrates a possible pathway to 100% renewable energy, based on the implementation of a 10% target to FY2020, a 50% target by FY2025 and a 100% target by FY2030.

Figure 4: The pathway to 100% renewable energy for CHCC in FY2030 with a 10% target in FY2020



Energy efficiency will play a modest role as Council has already undertaken much work in this area. However, as equipment reaches its end of life it will be replaced with more energy efficient assets. Over time, larger-scale solar PV will begin to play a role. The chart illustrates the gradual implementation of large solar PV projects on identified sites within CHCC.

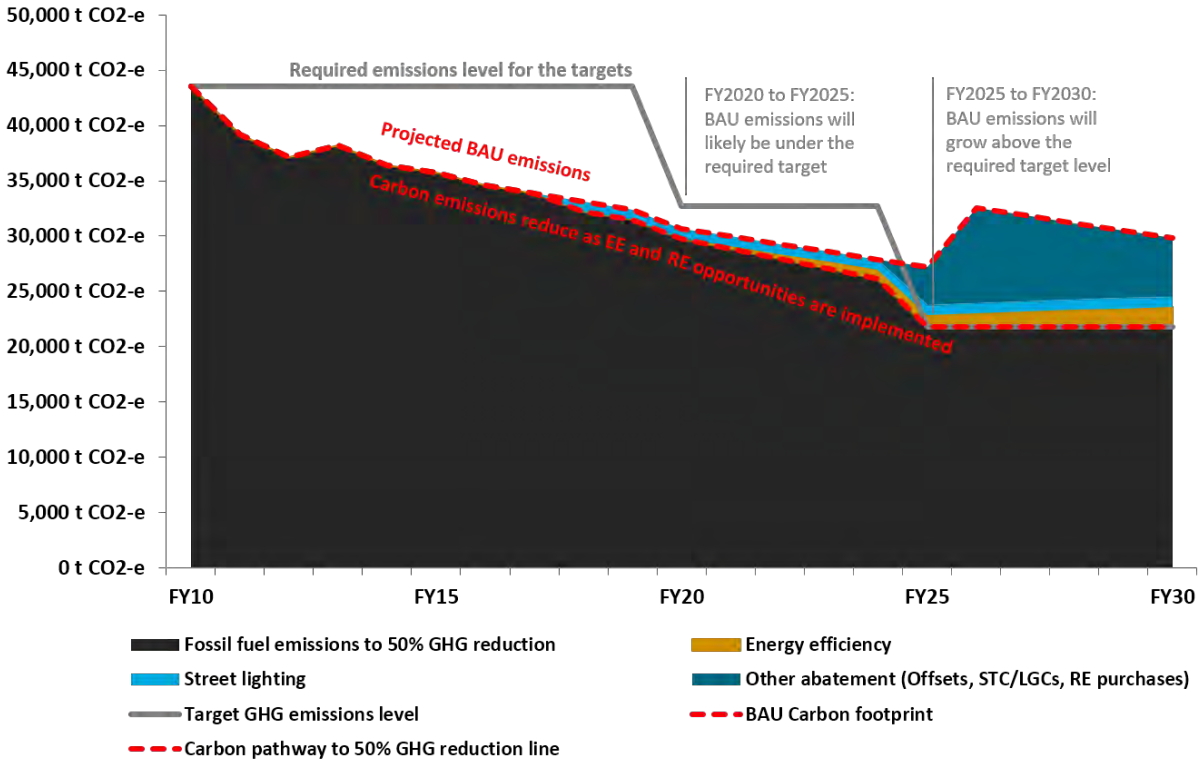
For the FY2030 target period, waste-to-energy and fuel offsets are highlighted as potential options that Council may elect to implement. As with large-scale solar PV this is illustrative of what could be implemented however, alternatives such as greater levels of large-scale solar PV or direct purchases of renewable energy from other sources may be preferred and this will be evaluated in future revisions to the REERP.

Council's greenhouse gas emission targets are shown in the graphic on the next page. The projected pathway of landfill emissions is such that other abatement measures may not be required until

around FY2025. Towards FY2030 greenhouse gas emissions are expected to rise again, and in the shown scenario, offset purchases or the retirement of RECs will be necessary.

In 2030, all of CHCC's energy consumption has to be balanced with renewable energy. The two biggest contributors to the 100% solution will come from large scale solar PV generation and through the purchase of fleet offsets. If efficiency measures can reduce the fleet energy consumption, then fewer offsets will need to be bought. It is possible that in FY2030, parts of the fleet will be electrified. To make the fleet fully renewable, the electricity that powers it would need to come from renewable energy sources.

Figure 5: The pathway to 50% greenhouse gas emissions reduction for CHCC by FY2025



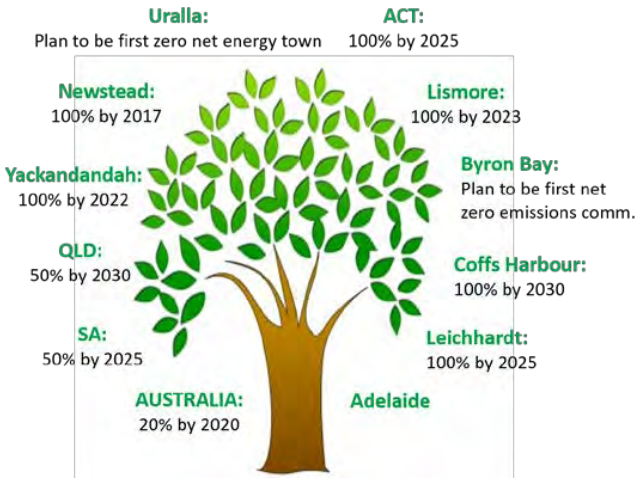
2. Introduction

2.1. Context for '100% renewables'

More and more organisations, councils, states, and even whole countries are committing to a goal of 100% renewable energy. In Australia, this trend started with two small Victorian towns and Lismore City Council. Over two years, Lismore Council undertook extensive consultation with their residents, with the most important outcome being that people in the LGA wanted Lismore to be a model of sustainability. What followed was the definition of the goal to self-generate 100% of the electricity needs for council's operations from renewable energy sources by 2023. Shortly after, the ACT confirmed their goal of 100% by 2025.

Since then, more councils have made commitments, amongst them Leichhardt Municipal Council, which wants to achieve 100% by 2025 and Adelaide City Council committing to carbon neutrality, which includes a transition to a 100% renewable energy supply.

Figure 6: Comparing Coffs Harbour City Council's target to other jurisdictions



2.2. Coffs Harbour City Council's position

On 26 June 2014 Coffs Harbour City Council resolved that Council sets targets for its use of energy from renewable sources. On 10 July 2014 Council resolved that staff investigate strategies for reducing the energy consumption. In particular, options for street lighting should be considered. On 18 December 2014 Council adopted the 100% renewable energy target as per Council resolution 372.

The development of the REERP, which was previously known as the "Coffs Harbour Emission Reduction Plan" (CHERP), forms part of a clearly defined Council framework for monitoring, reviewing and reporting on Council's renewable energy and emissions. The stages being followed are

based on the stages identified in the Greenhouse Action Strategy 2002 (which in turn were based on the ICLEI Cities for Climate Protection program stages).

The stages of the REERP are as indicated in the figure below, along with the reports that formed the backdrop for this document. It started with stage 1, which was the development of CHCC's emissions profile. Council monitors and reports on emissions from electricity, street lighting and the Council fleet.

Figure 7: Stages of the REERP development



Stage 2 was about the adoption of emission reduction targets. The following goals were provisionally adopted:

- 25% corporate emissions reduction by 2020
- 25% renewable energy by 2020
- 50% corporate emissions reduction by 2025
- 50% renewable energy by 2030
- 100% renewable energy by 2030

Stage 3 is the current stage and is represented in this report (REERP). This stage involved the preparation of a corporate emissions reduction and renewable energy plan outlining actions to be undertaken by Council to achieve the targets. The REERP aims to identify and prioritise areas that will yield the largest emission reductions per unit cost.

Stage 4 will be about the implementation of the actions that were identified in the REERP. Once the REERP is under implementation, Stage 5 becomes ongoing and involves monitoring and reporting on Council's actions undertaken, emissions reductions, cost savings achieved and progress towards the emissions reduction and renewable energy targets.

The following sections will outline Coffs Harbour's Renewable Energy and Emissions Reduction Plan in detail, starting with an analysis of the baseline energy consumption and carbon footprint, explaining the extensive stakeholder consultation during the project, a detailed analysis of the preferred energy efficiency and renewable energy opportunities, a discussion about what financing options are available to Council, and, finally, the action plans for 2020, 2025 and 2030. The appendices give more background information about the development of this plan.

3. Baseline: review of Coffs Harbour City Council's energy consumption and carbon footprint

CHCC has set provisional targets for greenhouse gas emissions reduction as well as energy from renewable sources (including energy efficiency). The targets use 2009-10 as the base year (FY2010[1]), with FY2030 as the year by which energy targets are to be met. Council's energy consumption is made up of a number of input sources including:

- Grid electricity, which supplies Council, street lighting and third-party operated sites,
- Electricity from solar PV systems is supplied to several Council and third-party operated sites,
- Liquefied petroleum gas (LPG) is used mainly to supply hot water heating at Holiday Parks,
- Solar hot water systems supply domestic hot water to Holiday Parks and Council's Community Village,
- Diesel is used by Asset Construction and Maintenance to run trucks and road plant,
- Unleaded and ethanol-blend (E10) fuels are used by Council's passenger and light commercial vehicle fleet

Less than 2% of Council's energy use comes from renewable energy sources, including solar PV, solar hot water and ethanol in vehicle fuel. The remaining >98% of energy consumption is from fossil fuel sources. In addition to energy-related emissions, Council's greenhouse gas emissions result from legacy waste and newly-added waste to landfill, at the England's Road landfill facility.

3.1. Energy footprint from FY2010 to FY2015

Energy used by all Council's facilities and fleet were collated for the six year period FY2010 to FY2015.

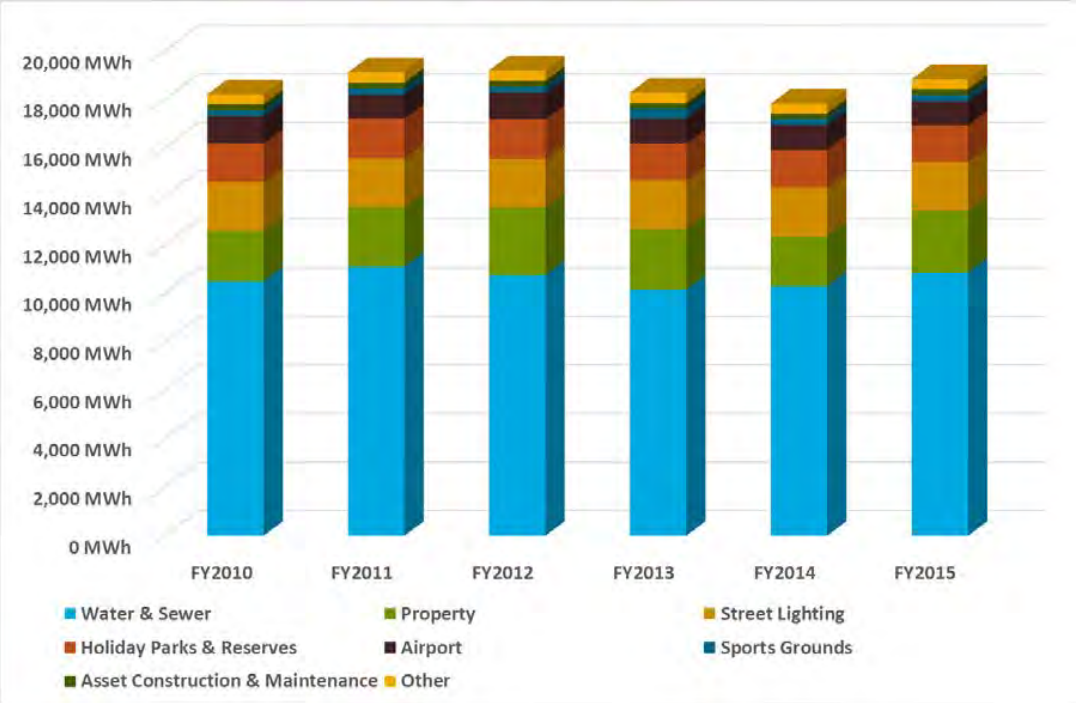
Electricity use

Coffs Harbour City Council's energy footprint is dominated by electricity consumption. This is used to power major energy users such as water and sewerage pumping and treatment systems, streetlights, Holiday Parks, and Council's community, administration, Works and other facilities.

Electricity records back to FY2010 are of a good quality. A small amount of electricity is supplied by solar, both from PV systems and electric-boosted solar hot water systems. Electricity consumption over the period FY2010 to FY2015 is shown below, from grid and solar sources.

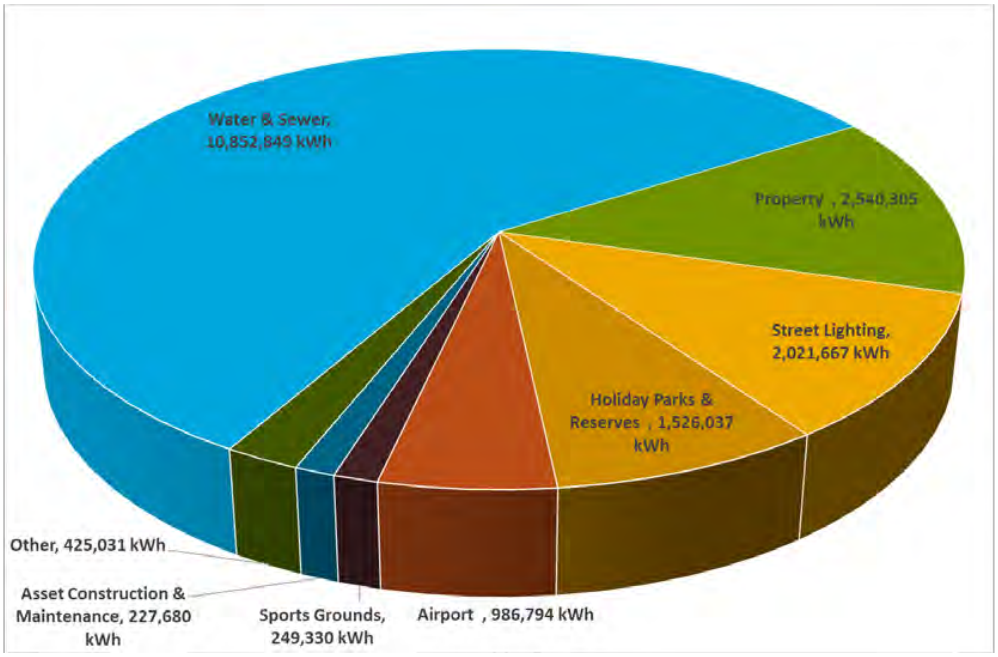
[1] FY throughout the report refers to a financial year, July to June. So FY2010 refers to the financial year July 2009 to June 2010, FY2015 refers to the financial year July 2014 to June 2015, and so on.

Figure 8: Electricity consumption by Council facilities and street lights FY2010 to FY2015



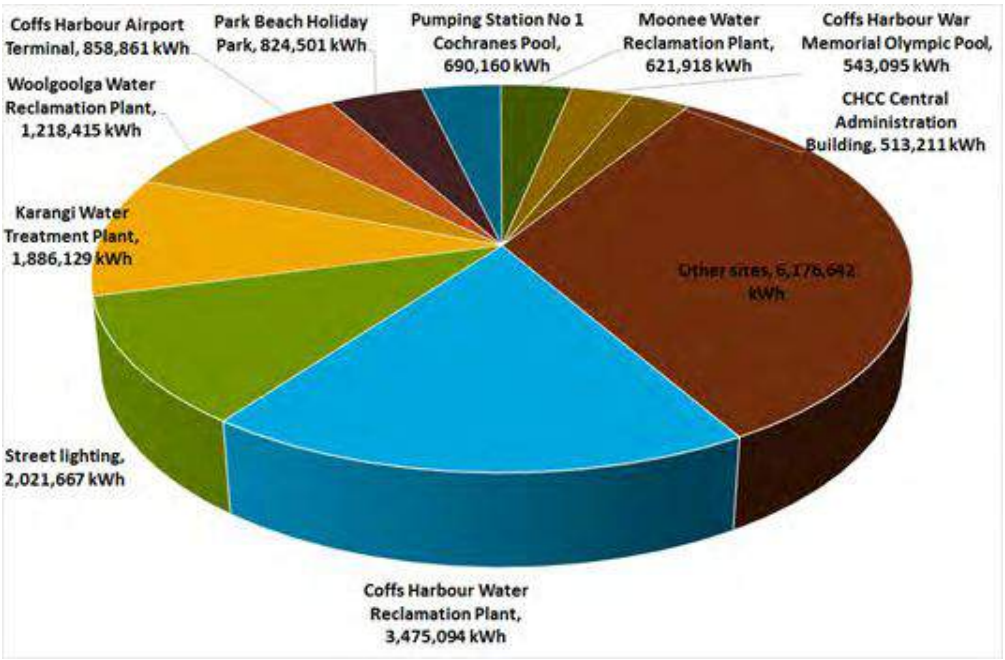
Water and sewer assets are dominant in terms of total electricity consumption. The chart below illustrates this for FY2015.

Figure 9: Electricity consumption by all asset categories FY2015



Two thirds of electricity is used by ten (10) sites, including street lighting, as illustrated below.

Figure 10: 'Top 10' sites electricity consumption FY2015



Gas use

Liquefied petroleum gas (LPG) is used in small amounts by Council. Mostly LPG is consumed on Holiday Park sites, where it is used for water heating. Common laundry and shower facilities use LPG as a boost for solar heated systems. Smaller instantaneous gas heaters are installed in villas and cabins.

The total LPG consumption is small, estimated to be less than 2,000 GJ per year. Solar heating for the common laundry and shower facilities is estimated to have reduced LPG consumption by 439 GJ per year or 20%.

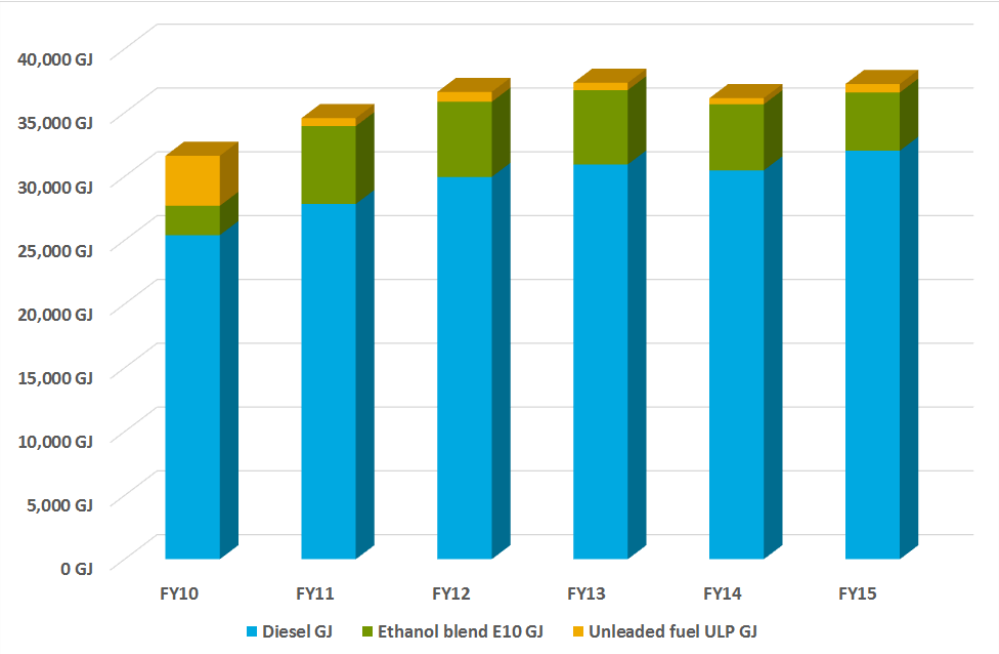
It is recommended that LPG consumption is incorporated in future accounting and reporting of energy and GHG emissions.

Fuel use

Council's fuel use is dominated by diesel, which powers trucks and road plant used by Council's Asset Construction and Maintenance crews. This accounts for 86% of all fuel consumption (in GJ). Passenger vehicles and light commercial vehicles consume the remaining 14% of fuel, the majority of which is an ethanol + unleaded petrol blend (E10). Just 2% of fuel use is regular unleaded (ULP). The switch from ULP to E10 for most light vehicles occurred after FY2010, as shown below.

Overall diesel consumption has grown steadily over the 6-year period shown, and no biodiesel blends (B5 or B20) are used. The trend in light vehicle energy use is downwards over the past five years, influenced by more fuel efficient and smaller cars.

Figure 11: Fuel use in GJ per year from FY2010 to FY2015



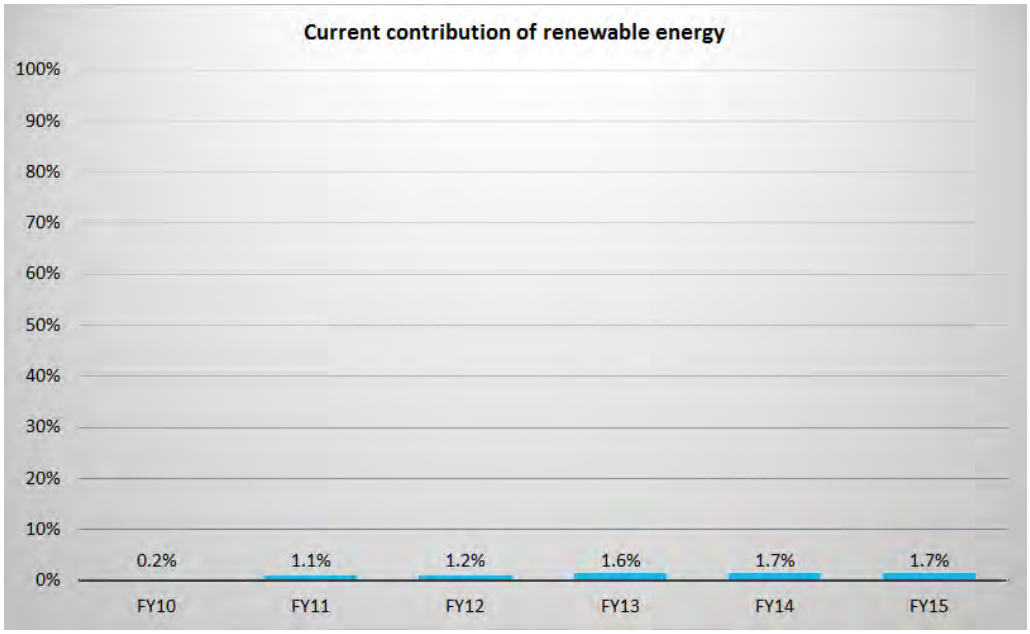
Renewable energy contribution

Council uses renewable energy in four ways:

- Solar PV systems supplied Council sites with around 240,000 kWh in FY2015, and this will grow to an expected 270,000 kWh in FY2016 with full-year operation of the Vernon St / Castle St 30kW PV system.
- Electric boosted solar hot water systems are installed at some sites, most notably on several leased premises in the Community Village.
- LPG-boosted solar hot water systems at Holiday Parks have reduced gas consumption by an estimated 20%.
- Ethanol blend petrol (E10) is used in most light vehicles, and over 12,700 litres of ethanol was consumed in FY2015.

Renewable energy use has been growing. In total, renewable energy contributes an estimated 1.7% of Council's energy demand based on FY2015 data analysis as can be seen in the following figure.

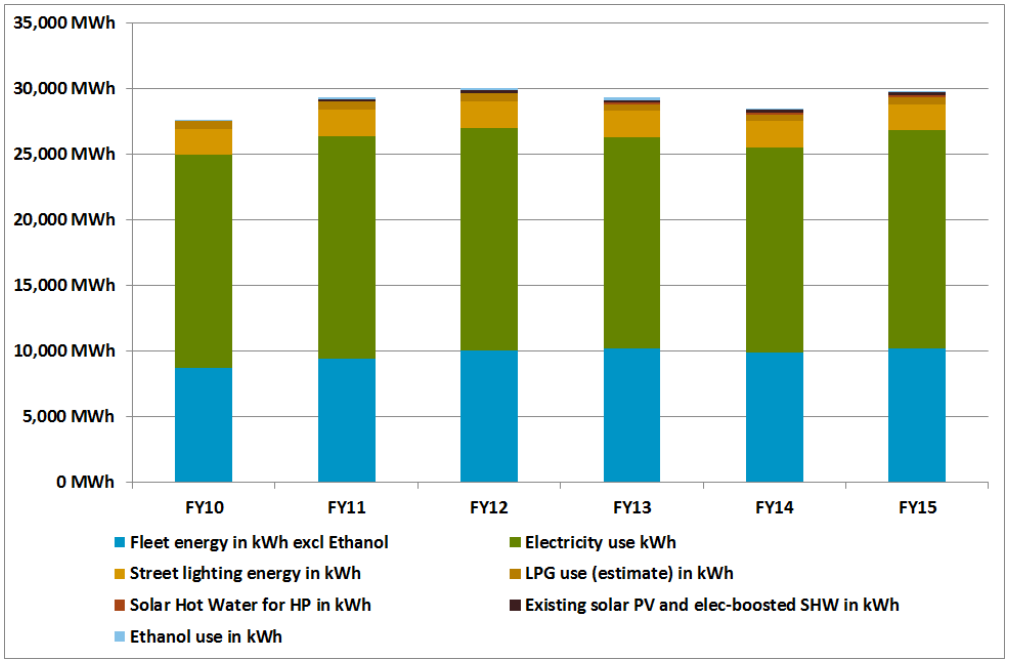
Figure 12: Current contribution of renewable energy to energy demand



Total energy footprint for CHCC

Based on the contributions from grid electricity, LPG, fuel and renewables, CHCC's energy footprint over the period FY2010 to FY2015 can be established from which targets are set, as shown below.

Figure 13: CHCC overall energy use FY2010 to FY2015



3.2. Carbon footprint from FY2010 to FY2015

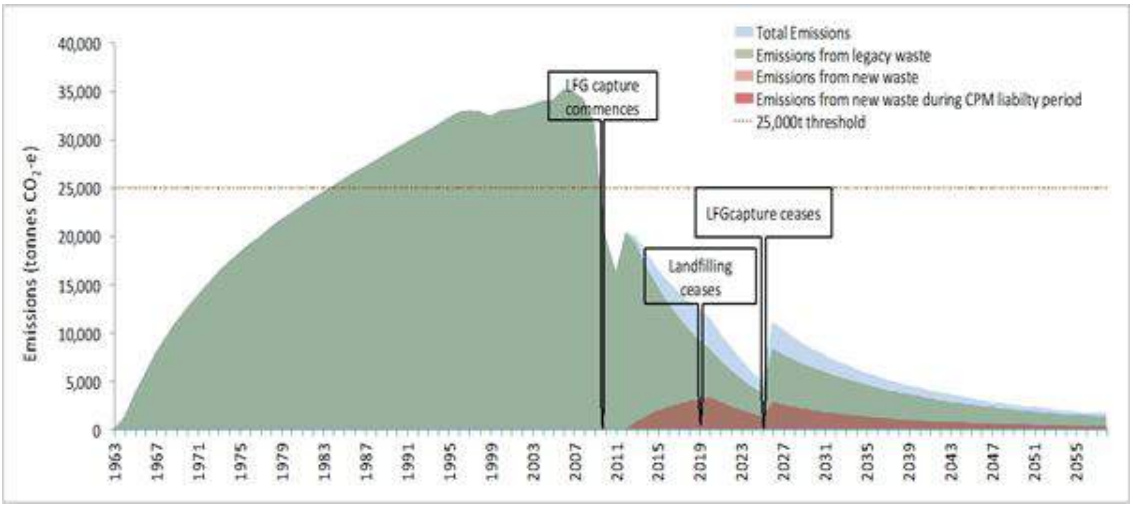
Energy used by all Council's facilities and fleet were converted to greenhouse gas emissions using factors included in the *National Greenhouse Accounts Factors* August 2015 handbook. Renewable energy (solar PV, solar hot water, ethanol in fuel) was taken to have zero GHG emissions.

Council's major source of GHG emissions is from the England's Road landfill site. Estimated GHG emissions from this facility were supplied by Council.

Landfill gas emissions

Landfill gas emissions have been decreasing since December 2009, when a flare was installed at the landfill to flare off methane gas collected from 48 wells installed at the landfill from 2008. According to a study for Council in 2012, GHG emissions peaked at close to 36,000 t CO_2-e in 2006. With the flare installed in mid FY2010 GHG emissions in this base year are about 25,000 t CO_2-e. Modelled future emissions indicate that by FY2030 emissions could be as low as 7,000 t CO_2-e, and will continue to decline towards zero after 2060. These figures are reflected in the graph below[2].

Figure 14: England's Road Landfill GHG emissions forecast (2012)[3]

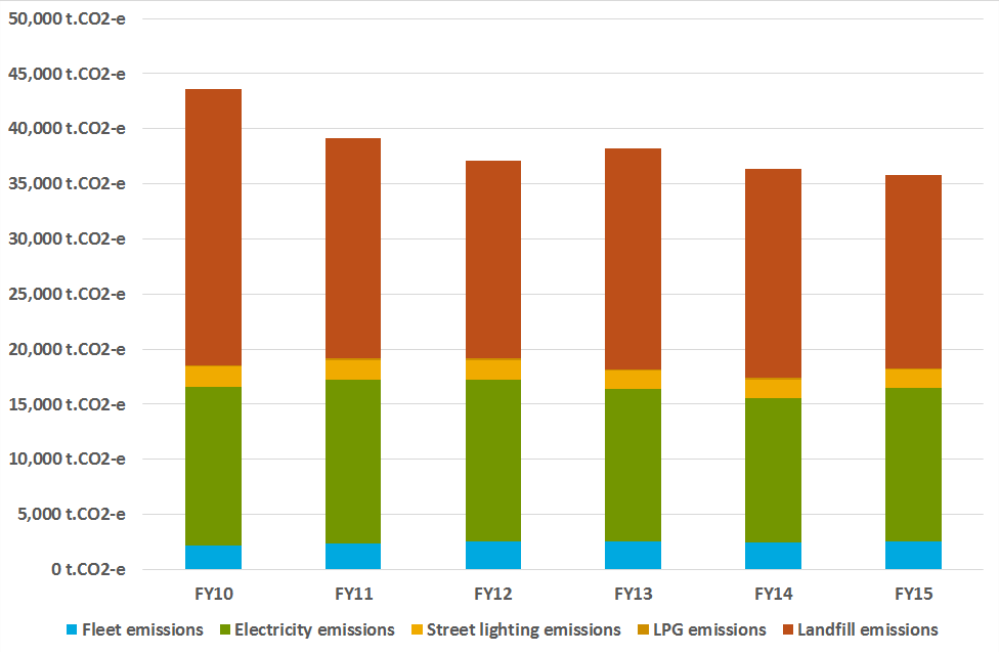


Emissions from FY2010 to FY2015

Greenhouse gas emissions from energy plus landfill were summated for the 6-year period to develop a base GHG profile, from which carbon reduction targets are set. The chart below shows a reduction over this period driven by landfill gas flaring.

[2] Data underpinning this chart were not available and figures quoted represent estimates from the chart.
[3] Mike Ritchie and Associates, 2012: MIDWASTE Regional Waste Forum – Carbon Pricing Mechanism and Council Landfill Review

Figure 15: CHCC carbon emissions from FY2010 to FY2015[4]



3.3. Business-as-usual projections to FY2030

Business-as-usual projection in energy use to FY2030

The overall increase in energy use from FY2010 to FY2015 is estimated at 3.7%; which is a little over 0.7% per year. This increase includes energy supplied from renewable energy sources. When these are omitted the overall increase is just 2.7% over this period. The low rate of increase is partly due to energy efficiency measures implemented by Council.

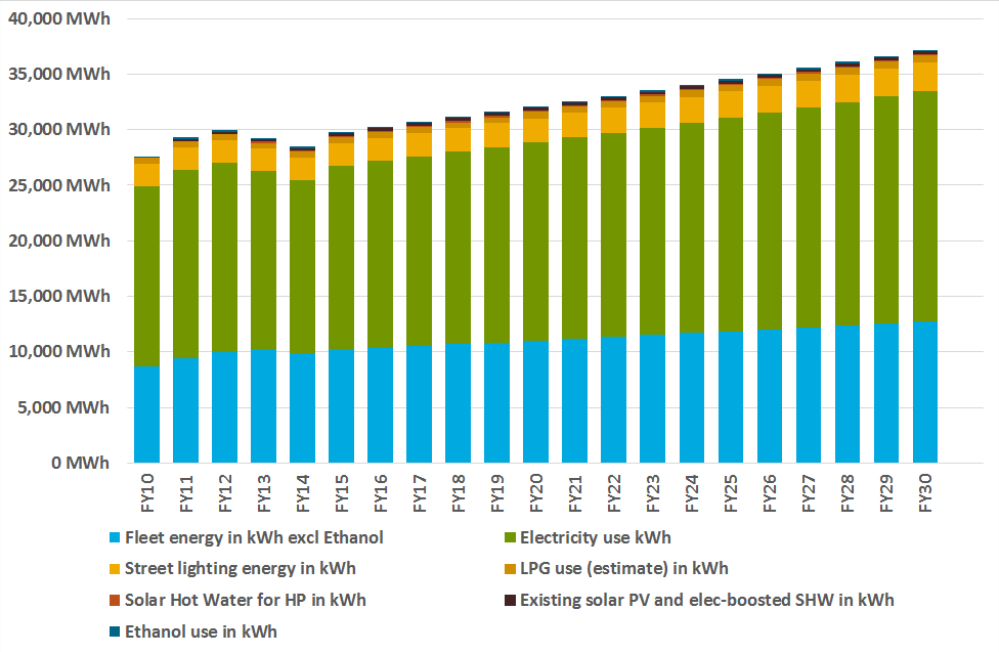
For the purpose of making Council's targets quantitative, a business-as-usual (BAU) projection of energy use was developed. From FY2015 to FY2030 an annual rate of increase in energy use of 1.5% was assumed. This is the same as projected population increases in Coffs Harbour[5].

The BAU situation predicts what future energy use will be in the absence of further efficiency and renewable energy measures. CHCC's BAU energy projection is shown in the next Figure.

[4] This table uses data that Sustainable Business Consulting has derived from - Mike Ritchie and Associates, 2012: MIDWASTE Regional Waste Forum – Carbon Pricing Mechanism and Council Landfill Review

[5] Sourced from http://forecast.id.com.au/coffs-harbour/population-summary: *Between 2011 and 2031, the population for Coffs Harbour City is forecast to increase by 23,963 persons (33.78% growth), at an average annual change of 1.47%.*

Figure 16: CHCC BAU energy projection to FY2030



The projected BAU energy use for each energy form, and for renewables, is tabulated below.

Table 1: CHCC BAU energy projection to FY2030

	FY10	FY20	FY25	FY30
Fleet energy in kWh excl. Ethanol	8,719,022	11,008,526	11,859,309	12,775,844
Electricity use kWh	16,193,783	17,836,673	19,215,163	20,700,187
Street lighting energy in kWh	2,009,722	2,177,909	2,346,227	2,527,552
LPG use (estimate) in kWh	598,352	557,698	600,799	647,231
Renewable energy production (SHW, PV, E10)	63,756	511,227	521,780	533,149
Total energy use in kWh	27,584,635	32,092,033	34,543,278	37,183,964
Level of renewables used	**0.2%**	**1.6%**	**1.5%**	**1.4%**

Business-as-usual projection in carbon emissions to FY2030

A business-as-usual (BAU) baseline for greenhouse gas emissions was also prepared. For energy forms, an annual growth of 1.5% (aligned with energy use increase) was assumed, and the same GHG factors were applied. For landfill gas emissions the estimates inferred from the MRA report were used since these already project GHG emissions out past the FY2030 target period of the REERP.

As above, the figure and table on the next page set out the BAU projection for emissions to FY2030.

Figure 17: CHCC BAU carbon emissions projection to FY2030

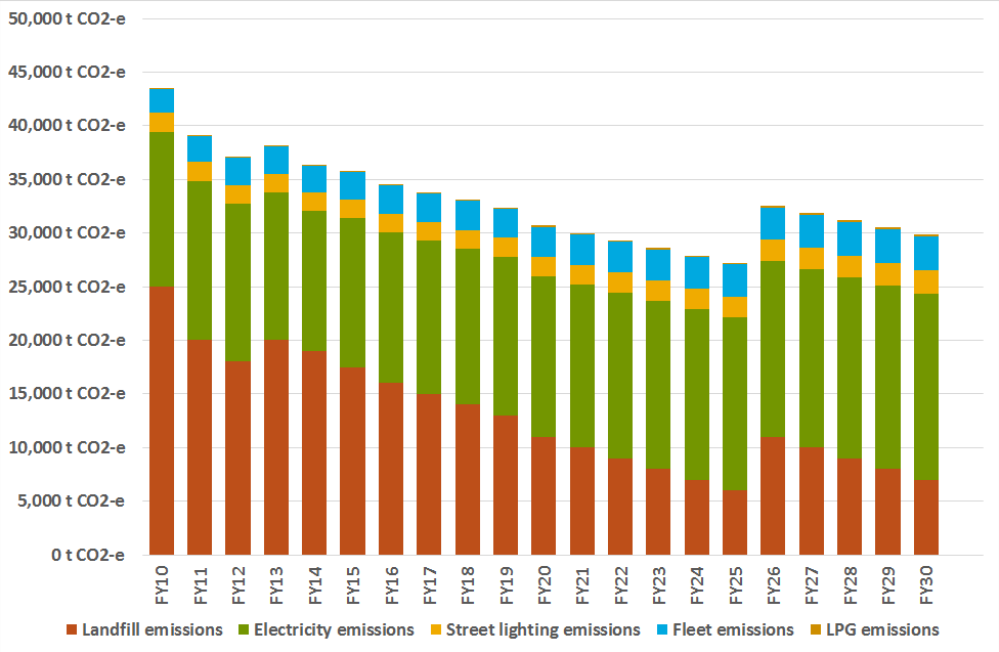


Table 2: CHCC BAU carbon emissions projection to FY2030

	FY10	FY20	FY25	FY30
Fleet emissions	2,195 t CO_2-e	2,778 t CO_2-e	2,993 t CO_2-e	3,224 t CO_2-e
Electricity emissions	14,400 t CO_2-e	14,961 t CO_2-e	16,118 t CO_2-e	17,363 t CO_2-e
Street lighting emissions	1,787 t CO_2-e	1,827 t CO_2-e	1,968 t CO_2-e	2,120 t CO_2-e
LPG emissions	174 t CO_2-e	122 t CO_2-e	131 t CO_2-e	141 t CO_2-e
Landfill emissions	25,000 t CO_2-e	11,000 t CO_2-e	6,000 t CO_2-e	7,000 t CO_2-e
Total emissions	**43,556 t CO_2-e**	**30,688 t CO_2-e**	**27,209 t CO_2-e**	**29,849 t CO_2-e**

3.4. Estimated renewable energy and CO_2-e targets to FY2030

The development of reasonable BAU projections for energy use and GHG emissions, allied to the provisional reduction targets adopted by Council in 2015 means that renewable energy and greenhouse gas emissions targets can be expressed as quantitative reductions in fossil-fuel sourced energy.

When combined with the analysis of each of the options for energy and emissions reduction, initial action plans for meeting the FY2020, FY2025 and FY2030 targets can be developed. Over time these plans should be revised as required. However, this approach provides a starting point.

Based on the goals and projections, the following targets are estimated. In developing these values, the contribution of existing renewable energy generation and projections were taken into account, and targets shown are additional to this.

It is noted that for FY2020 both a 25% renewable energy target and a 10% renewable energy target are tabulated. Targets for FY2025 and FY2030 remain as per the Council-adopted targets. This provides Council with two alternative pathways to meet the FY2025 targets, and reflects the potential for the establishment and mobilisation of efforts towards achieving the targets to take time.

Table 3: Detailed targets for carbon emissions reduction and renewable energy to FY2030

	Year	FY2020		FY2025	FY2030
Carbon Footprint	Target carbon reduction in %	25% reduction from FY2010		50% reduction from FY2010	
	Projected BAU carbon emissions	30,688 t CO_2-e		27,209 t CO_2-e	29,849 t CO_2-e
	Target carbon emissions level	32,667 t CO_2-e		21,778 t CO_2-e	21,778 t CO_2-e
	CHCC to reduce carbon by:	**-1,979 t CO_2-e**		**5,432 t CO_2-e**	**8,071 t CO_2-e**
Renewable Energy	Target % renewable energy	10% of BAU	25% of BAU	50% of BAU	100%
	Projected BAU energy use	32,092,033 kWh	32,092,033 kWh	34,543,278 kWh	37,183,964 kWh
	Target renewable energy	3,209,203 kWh	8,023,008 kWh	17,271,639 kWh	37,183,964 kWh
	Projected BAU renewable energy	511,227 kWh	511,227 kWh	521,780 kWh	533,149 kWh
	CHCC to increase RE by:	**2,697,976 kWh**	**7,511,781 kWh**	**16,749,858 kWh**	**36,650,815 kWh**

The table above indicates that there may be a 'negative savings' target for emissions in FY2020. This is a result of projected landfill emissions reductions exceeding the 25% target. As noted above, improved data sets for landfill gas emissions will help to firm this target reduction level with greater confidence.

A simplified way of looking at the targets is shown in the Figure below.

Figure 18: Simplified targets for carbon emissions reduction and renewable energy to FY2030

	2020 A -25% CFP 10% RE	2020 B -25% CFP 25% RE	2025 -50% CFP 50% RE	2030 -50% CFP 100% RE
REDUCE carbon by:	-2,000 t	-2,000 t	5,500 t	8,100 t
INCREASE renewables by:	2,700 MWh	7,500 MWh	16,800 MWh	36,700 MWh

In order to reach these targets, implementation of actions to reduce Council's footprint will need to be ongoing from FY2016. The next two charts illustrate possible pathways to achieving the targets.

Following these, Sections 4 and 5 outline the process used to identify and prioritise energy and GHG reduction options, and the outcomes of an assessment of the preferred options.

Figure 19: Illustrative fossil fuel pathways to 100% renewable energy for CHCC by FY2030[6]

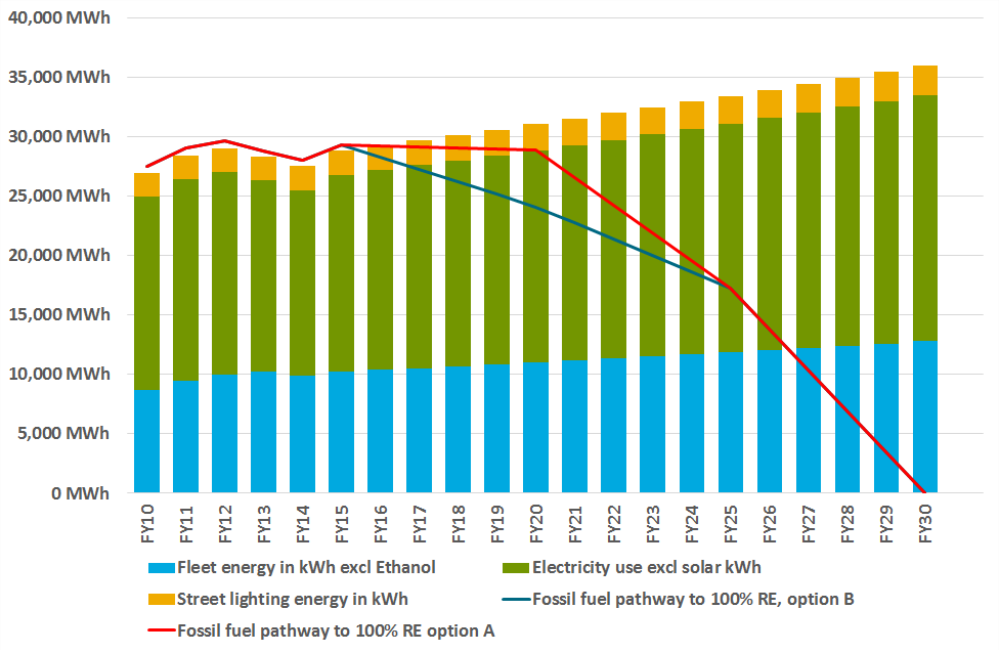
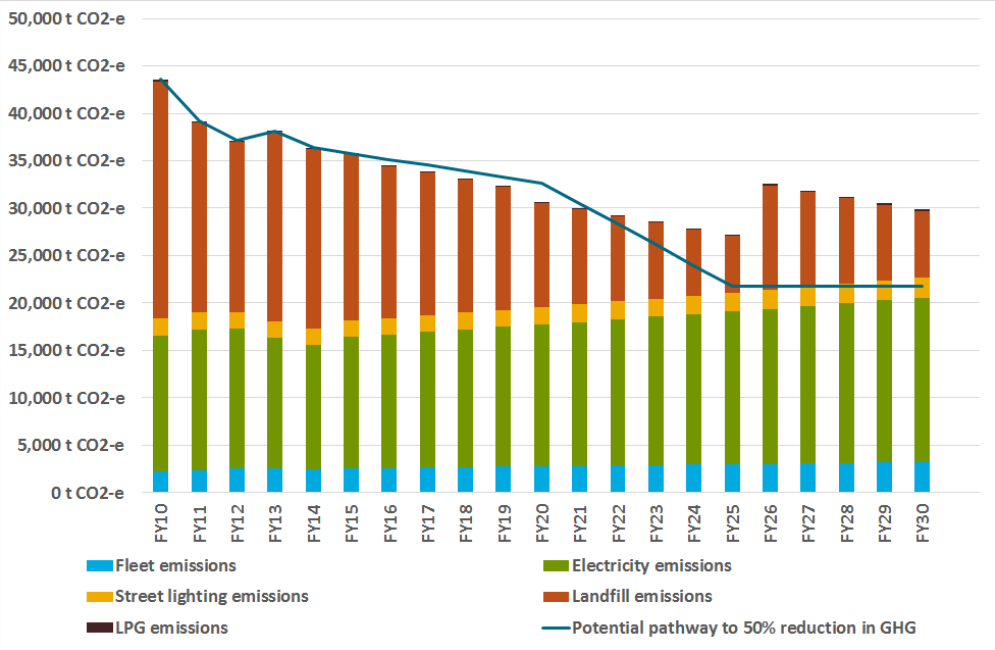


Figure 20: Illustrative pathway to a 50% reduction in carbon dioxide emissions for CHCC by FY2025

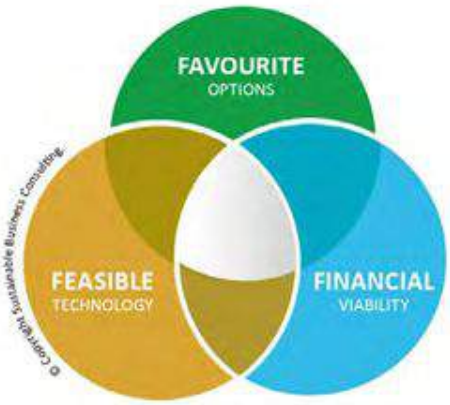
[6] Figure 19 shows two illustrative pathways to the same end result, being 100% renewables, including a 'shallow' early target of 10% followed by aggressive action, compared with a 25% early target that lessens later required action.



4. Consultation with Coffs Harbour City Council stakeholders

Stakeholder consultation was an important part of the work undertaken. To develop the best business cases for the REERP, it was crucial to filter down from all options available to the ones that are preferred by Council, technically feasible and financially viable, as can be seen in the graphic below. To find the perfect intersection between those three key requirements, an iterative process of data analysis, research, site visits and stakeholder consultation through workshops and one-on-one meetings was employed.

Figure 21: Finding the best renewable energy and energy efficiency options



The first step in the stakeholder consultation process was the identification of key staff members that have an impact on the success of the project, as well as those that will be affected by the actions identified in the REERP. This analysis resulted in the following list of critical business areas of Council that needed to provide input, be informed, or collaborate with the REERP consultants.

- Fleet
- Procurement
- Strategic asset management
- Infrastructure construction and maintenance
- Holiday parks
- Street lighting
- Sports
- The airport
- Water and sewer
- ICT
- Environment
- Planning
- Facilities management
- Waste
- Finance

The next step was to hold one-on-one sessions with senior managers responsible for those key areas. This was needed to get their input into the development of the plan regarding their vision, their goals and what they considered to be important parts of the process and end result. This was followed by the first workshop with the whole group of identified stakeholders on 4 June 2015.

The workshop uncovered what needed to form part of the plan. There was a strong preference to include not only stationary energy sources, but also transport energy. In addition, workshop participants filtered out energy efficiency and renewable energy opportunities that were not

applicable to CHCC's circumstances or were otherwise not a good fit. Energy efficiency featured as a central part of the solution, as well as solar technologies. The details of what was discussed in workshop 1 can be found in Appendix B.

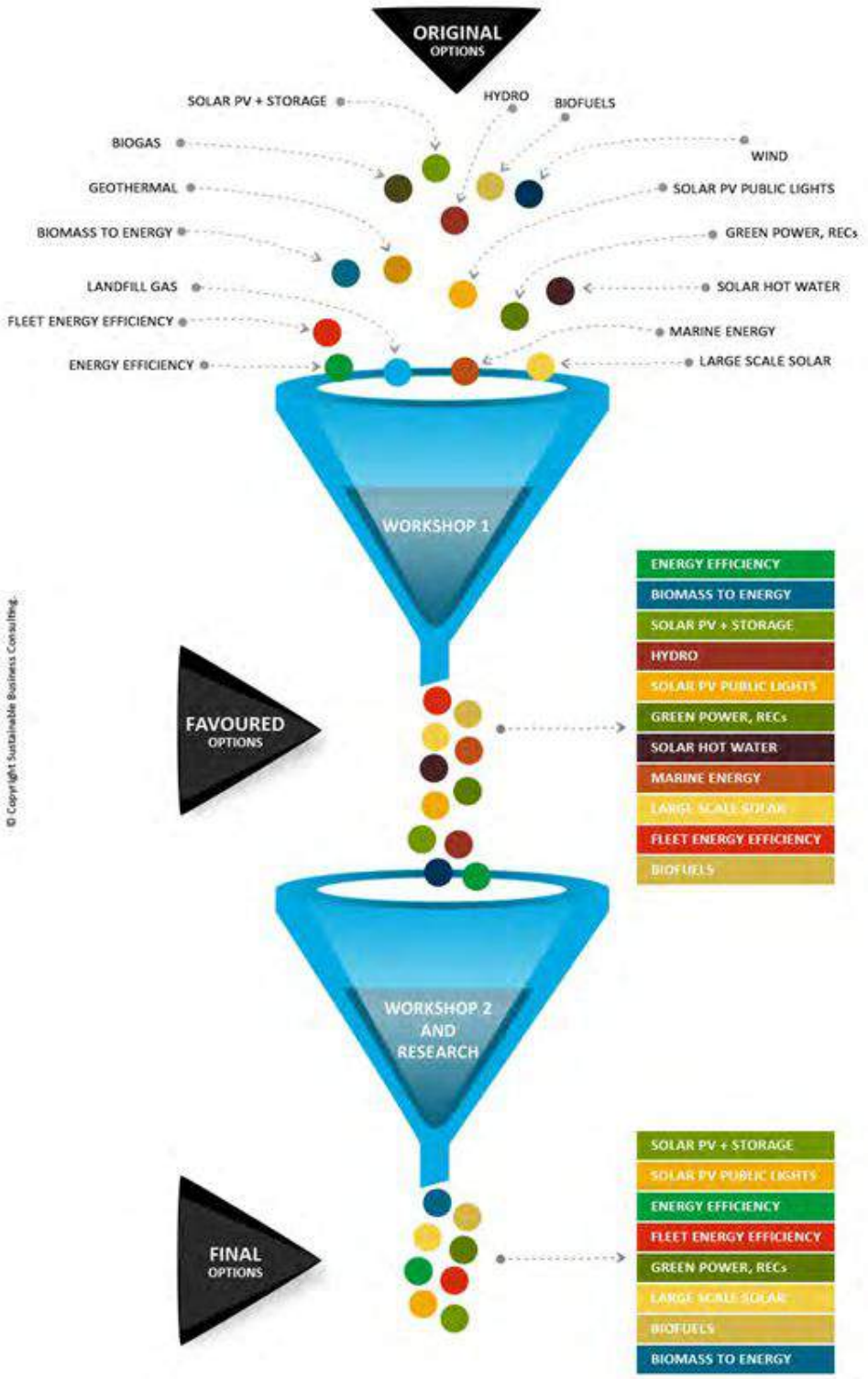
After workshop number one, a preliminary report was circulated with a request for comments. The feedback was integrated into the work, and further research and analysis was undertaken to investigate the technical feasibility of the preferred options. Preliminary work on the financial viability of options was also undertaken.

The second workshop was held on 13 October 2015, the details of which can be found in Appendix C. The purpose of this workshop was to confirm assumptions about the energy efficiency and renewable energy opportunities, reach decisions on the timing and contribution of each of the opportunities, and to revisit the targets. The list of the preferred options was reduced further and the final list of business cases to be developed agreed upon. The filtering processes and the results of it can be seen in the graphic on the next page. This clearly shows what options were originally discussed and what options were selected for further business case development.

An additional presentation was held on 13 October 2015 for the Coffs Harbour Mayor and Councillors with the purpose of informing them of the work that had taken place, the current status, the implications of the plan, as well as addressing any concerns or questions the councillors had.

After the second workshop, an updated report was circulated to the stakeholders with a request for comments. There were also thorough discussions with individual stakeholders so that all concerns could be addressed and to make sure that nothing had been left out of what needed to go into the plan. All this feedback was then integrated into the REERP and the business cases, targets, financial delivery models and action plans were finalised.

Figure 22: Getting from the initial to the final energy efficiency and renewable energy opportunities



5. Analysis of prioritised REERP actions, and 5-year plans

5.1. Overview

The two-stage stakeholder consultation process, informed by engagement with Council's staff, site visits and analysis of a range of information and data, led to the identification of seven key areas that will help Council achieve its renewable energy targets. Together with forecast reductions in GHG emissions from the England's Road landfill, these actions will also help Council to achieve its carbon dioxide reduction targets. This section summarises the business cases for the priority energy efficiency and renewable energy actions. These include:

- Upgrading street lighting to LED
- Solar PV (behind-the-meter)
- Energy efficiency of Council's facilities
- Renewable energy or offset purchasing
- Large-scale solar PV generation
- Waste-to-energy generation
- Fleet energy efficiency and biofuels

Following this three 5-year plans are outlined that represent a cost-effective way that each interim and the final targets can be met. These plans include:

- FY2020 REERP Plan, including
  - 25% reduction in carbon dioxide emissions compared to FY2010,
  - 10% or 25% of Council's energy consumption to come from renewable energy
- FY2025 REERP Plan, including
  - 50% reduction in carbon dioxide emissions compared to FY2010,
  - 50% of Council's energy consumption to come from renewable energy
- FY2030 REERP Plan, including
  - 100% of Council's energy consumption to come from renewable energy

The business cases outlined below use a range of terminology that is emerging in relation to energy efficiency and renewable energy generation. Some of these key terms are described here, including:

- Energy efficiency cost-effectiveness measures such as simple payback, net present value and internal rate of return,
- Solar PV-related terms such as 'behind-the-meter', power purchase agreements (PPA), Virtual Net Metering (VNM), battery or energy storage, levelised cost of electricity (LCOE),
- Electricity billing or tariff arrangements that can have an impact on both energy efficiency and solar PV project viability, including demand-based tariffs, and General Supply or General Supply time-of-use

5.2. Key terms used to describe energy efficiency and renewable energy

Financial metrics including simple payback, net present value, internal rate of return

Simple Payback Period is commonly used to evaluate energy efficiency projects and is simply the amount of time taken to recover the cost of a project based on the expected upfront cost and the expected annual cost savings. This ignores both the time value of money and profitably, and may be unsuited to projects where future re-investment of capital may be required. Businesses often use a simple payback hurdle to signal their preferences for investments in energy efficiency – e.g. better than 4-year payback.

Net Present Value uses the time value of money to evaluate and compare capital investments. The time value is reflected by the use of a discount rate to calculate the present value of future cashflows. All cash inflows/savings and expenses over the life of a project are calculated and discounting is used to calculate the present value of savings minus the present value of costs. Where investment options are compared the one with the higher net present value (NPV) is preferred from a financial perspective.

The internal rate of return (IRR) is the discount rate that makes the net present value equal to zero. It is also based on all cost savings and costs, but no discounting is used. It is common for a minimum hurdle rate to be set, and proposed investments must meet or exceed this. For example, a business may require investments in solar PV to exceed 15% IRR.

Electricity billing and tariff arrangements

The structure of a business' electricity tariff is a function of the size of its electricity use and demand, and mains voltage supply. Most sites within CHCC are supplied at low voltage and are on either a general supply or a demand-based tariff. It is not unusual for large sites' electricity costs to be made up of 50% in peak demand (kVA) charges and 50% in energy use (kWh) charges. Hence for large sites the reduction in peak demand can be as important as reducing energy consumption.

All tariffs have some fixed fees, usually for metering and network access. Energy efficiency or renewable energy initiatives will not reduce these costs, and so the value of energy saved is usually lower than the average cost of electricity.

For general supply (single rate or time-of-use) customers there is no peak demand component, and so the value of energy saved can be close to the average cost of electricity. This typically applies to small energy users consuming less than 160 MWh per year. For example, a small site may pay 25¢/kWh on average, and fixed costs equate to just 3¢/kWh. Energy savings from efficiency or rooftop solar PV may be valued at 22/kWh.

For large users consuming over 160 MWh per year, peak demand becomes more important. In Essential Energy's network large users can pay for three different peak demands as measured in each time-of-use period – i.e. peak, shoulder and off-peak periods.

Some efficiency measures such as lighting technology upgrade to LED will reduce both energy use and demand, so the value of savings may be high. However, savings in air conditioning control may reduce energy but may have a modest impact on peak demand, since on a very hot day the air conditioning system may have to work at its maximum load.

Similarly, solar PV will reduce demand during the daytime, but its performance is subject to daily and seasonal conditions. The combination of these factors plus the 3-part peak demand approach means that peak demand cost savings from solar PV are likely to be quite small.

A customer who pays an average 25¢/kWh may only see savings from solar PV or air conditioning controls of say 13¢/kWh, whereas technology step-change initiatives such as LED lighting or a new energy-efficient chiller may see savings valued at over 20¢/kWh.

Network tariffs change annually, and network improvement plans over 5-year forward periods form the basis for future charges where approved by the regulator. The structure of tariffs, and, in particular, the approach to demand charging in future, will have an influence on the cost-effectiveness of solar PV as well as battery storage and other technologies.

Solar PV and other renewable energy generation terminology

Solar PV technology will play a significant role in Coffs Harbour City Council's efforts to source all of its energy from renewable sources by 2030.

The cost effectiveness of solar PV may be influenced by a range of site-specific factors, energy rates and tariff structure, as well as by emerging techniques and technologies.

- Optimal solar PV cost effectiveness will usually occur for sites that can use the energy generated on-site ('behind-the-meter'), where general supply (simple or ToU) charges apply, and where orientation and tilting are ideally positioned to the north.
- Reduced solar PV system performance will occur if panels are shaded for part of the time, and where tilt angle and orientation (e.g. west or east) are less than ideal.
- Reduced cost effectiveness of solar PV will occur where demand-based tariffs apply, where energy has to be exported to the grid (system size may exceed site demand), or where the nature and value of Renewable Energy Certificates (RECs) changes adversely. The cost of battery storage will also reduce cost effectiveness at this time. However, this may change in future as costs fall and the potential benefits rise, such as peak demand reduction and load shifting stored PV energy to peak periods.
- Solar PV is not viable where the site faces South, or where the site is completely shaded.

In contrast to the business case for small-scale solar PV, the viability of large-scale solar plants has depended on financial assistance being available through, for instance, government funding, or guaranteed long term feed-in-tariffs. This is changing with costs for solar PV continuing to fall rapidly.

The following graphics summarise the conditions for small-scale and large-scale solar PV installations.

Figure 23: Conditions for small scale solar PV installations

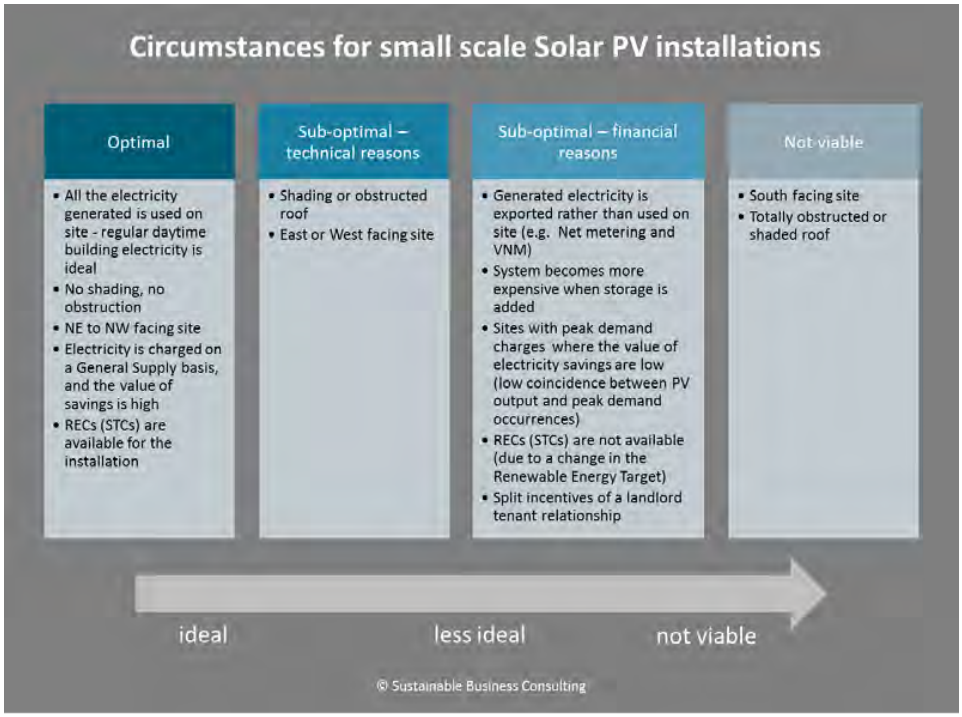
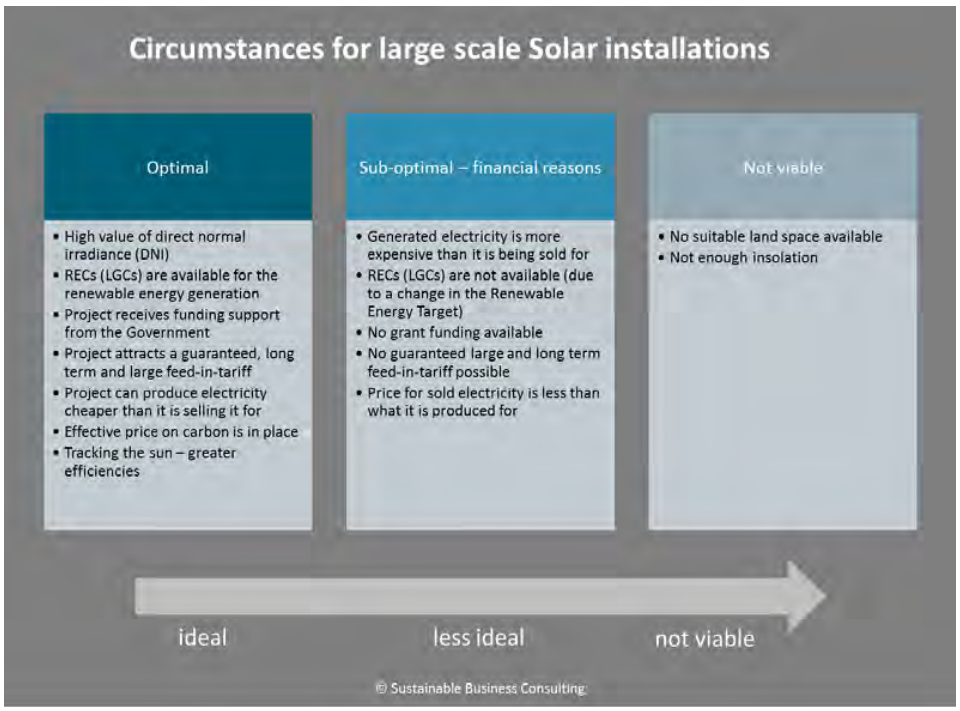


Figure 24: Conditions for large scale solar PV installations



The next paragraphs give insights into technologies and techniques that are emerging, and will be important for understanding the viability of solar PV and other renewable energy solutions.

Power Purchase Agreement (PPA)

Power purchase agreements commonly referred to as PPAs are emerging as a low or nil cost way for energy users to become generators and users of solar power. Some organisations now offer PPA products for solar PV installed on a customer's premises, at energy rates that are equal to or less than their current rates. The solar company will typically install, operate and maintain the system over its life, and decommission or replace it at the end of its useful life.

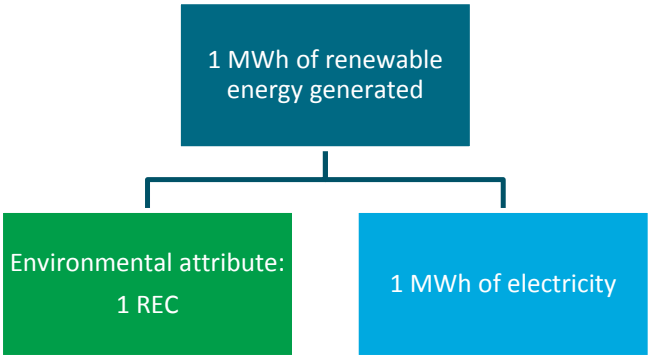
The main barrier to the use of PPAs at this time is security of tenure at a site, since many PPAs seek 10, 15 or 20-year minimum terms. This may suit organisations such as Local Councils, who typically own many sites over the long term. From a financial perspective, a customer must weigh up the ability to have low or no up-front costs plus immediate energy cost savings against the greater cost savings that may result over the life of the solar PV system where they purchase it at the outset.

The treatment of Renewable Energy Certificates (STCs and LGCs)

One renewable energy certificate (REC) equals the generation of one megawatt hour from a renewable electricity source, like a solar panel or wind farm. A REC embodies the environmental attributes of the renewable energy generation and can be tracked and traded separately from the underlying electricity. The party that owns the REC owns the claim to that megawatt hour of renewable energy.

If the RECs that come with the installation of a renewable energy project are sold to another party, then that other party can make a claim to the renewable energy. Lots of organisations are not aware of this issue and sell their RECs. Selling the RECs will lower costs or generate income and will make the business case for the renewable energy generation more attractive.

Figure 25: RECs explained



RECs are divided up into Small Scale Technology Certificates (STCs) and Large-Scale Generation Certificates (LGCs). STCs are like an upfront subsidy for renewable energy systems that are under

100kW. They are deemed upfront and come with the renewable energy installation. Council can decide to either sell the STCs, and thus receive a discount on the cost, or it can decide to hold onto the STCs and retire them.

If the renewable energy system is larger than 100kW, then the RECs will not be deemed upfront. Instead, as a large scale system generates renewable energy, it will create 1 LGC for every megawatt hour. Council will keep track of the number of LGCs generated and at the end of a period can decide whether to sell them, hold on to them or retire them. Obviously, if the RECs are sold, it will generate income for Council. However, if they are sold, Council cannot claim the renewable energy generation.

One option that Council can consider is to sell the RECs up to the point when the goal of 100% renewable energy and/or 50% carbon reduction needs to be reached. Council can then start retiring the RECs from the year they want to reach 100% renewable energy / the 50% carbon reduction by.

Virtual Net Metering (VNM)

"Virtual net metering (VNM) … refers to when an electricity customer with on-site generation is allowed to assign their 'exported' electricity generation to other site/s. The other site/s may be owned by the generator or other electricity customers. The term 'virtual' is used to describe this sort of metering arrangement as the exported electricity generation is not physically transferred to the consumer, but rather transferred for billing reconciliation purposes[7]*"*.

At present VNM is not in widespread use in Australia; a small number of projects do 'wheel' power between sites but incur full network costs. In order to be economically viable VNM seeks to wheel power to a site that is close to the generation site and in doing so seeks a reduced fee for the use of only a part of the network.

A trial of VNM has recently commenced involving Byron Shire Council[8], one of several currently under development in NSW. An outcome from these trials could be an added set of network tariff rates that provides a discount compared to standard NUOS rates for power 'wheeled' between eligible sites.

Energy (or Battery) Storage

With energy storage, the solar power can be 'bottled' (from grid and/or solar) and saved for optimum consumption. Energy storage offers the potential to extract additional value from a solar PV system mounted on a facility with peak demand charges by ensuring that stored energy use is maximised during times of peak building demand. This strategy maximises the monetary value of savings. For example, it could mean raising the value of savings for a storage + solar PV installation

[7] Langham, E. Cooper, C. and Ison, N. (2013). Virtual net metering in Australia: Opportunities and barriers. Report prepared for Total Environment Centre.
[8] http://www.byron.nsw.gov.au/newsletters/2014/03/27/virtual-net-metering

such as Rigby House from 13¢/kWh towards 18-20¢/kWh. The cost for energy storage is still high and the complexity of storage (and control) solutions would require a detailed analysis in each case.

Alternatively, solar PV systems can be oversized to allow for the excess energy to be stored rather than exported. Storage would capture surplus energy generation and deploy this at a time when solar generation is low, rather than export electricity that attracts a low purchase price by energy retailers. This means that the storage solution can fill the gap when the sun does not shine and helps to better align PV and building peak demand.

The cost of energy storage is changing rapidly, and it is expected that this will become cost effective at the residential level, and for commercial customers, in future years.

Levelised Cost of Electricity (LCoE)

The cost of electricity (typically cents/kWh) generated by different sources is a calculation of the cost of generating electricity at the point of connection to a load or electricity grid. It includes the initial capital, discount rate, as well as the costs of operation, fuel, maintenance and decommissioning. To evaluate the total cost of production of electricity, the streams of costs are converted to a net present value using the time value of money. These costs are all brought together using discounted cash flow.

This type of calculation assists organisations to guide discussions and decision making. Levelised cost of electricity (LCOE) is a metric that indicates the cost at which each unit of electricity needs to be sold to break even. The word 'cost' might not be the actual selling price since this can be affected by a variety of factors like subsidies and taxes.

Approach to business case analysis

The approach taken in assessing the cost effectiveness of measures included within the REERP is principally concerned with direct costs and cash flow of projects. Upfront costs and recurrent direct costs and cost savings are included in the estimation of simple paybacks and returns.

Council will also take other financial parameters into account when assessing projects and implementation approaches. These will include finance costs and depreciation for example. Depreciation will be a significant indirect expense for some projects where Council is the asset owner, for instance solar PV 'behind-the-meter'. Where others own assets (e.g. Essential Energy's street lights, solar projects where Council enters into PPA for generation only) this will not apply.

5.3. Upgrading street lighting to LED

Current situation

Coffs Harbour City Council is supplied with street lighting by Essential Energy. A recent inventory showed a total of 4,432 lamps installed, the majority of which are High-Pressure Sodium (HPS) 50W and 70W lamps installed on local roads (P4 and P5 categories). A table summarising the Council's street lighting inventory is shown below.

Table 4: Summary of CHCC street lighting inventory

Lamp Type	Number	Total Watts
Compact Fluorescent 42	17	789 W
High Pressure Sodium 150	253	43,769 W
High Pressure Sodium 250	658	179,634 W
High Pressure Sodium 400	74	32,560 W
High Pressure Sodium 50	2179	130,740 W
High Pressure Sodium 70	1239	106,554 W
Mercury Vapour 250	1	270 W
Mercury Vapour 80	8	766 W
Metal Halide (Reactor Ctrl Gear) 250	3	804 W
Grand Total	**4432**	**495,886 W**

At present Essential Energy installs bulk lamp upgrades and maintains street lighting. Council pays for this through their annual Street Light Use of System (SLUOS) charges. Council also pays for electricity consumption by street lighting. Based on early billing information in the FY2016 year it is estimated that the cost of street lighting services is a little over $ 800,000 annually. The most recent bulk upgrade was completed in December 2014.

Proposed solution

The next bulk upgrade for Coffs Harbour is planned for the end of 2018, i.e. a 4-year replacement cycle as approved by the Australian Energy Regulator (AER). The options for Council to consider are to remain with the current technology or to switch to LED technology.

The advent of LED lighting for street lighting will see significant reductions in the energy required for these services in future, compared with current technologies. LED is becoming more widely accepted by electricity networks and local governments, and will become standard for local and main roads within a few years.

Several cases are now installed or planned that will see large numbers of LEDs rolled out, including City of Sydney, Western Sydney Region of Councils, and spot replacements across 41 Councils within Ausgrid's network area. Within Essential Energy's network area, a project to upgrade around 5,000 street lights in the northern tablelands region commenced in mid-2015.

The proposed solution is to upgrade CHCC's street lighting to LED. Given the very recent upgrade to the lamp network, it is suggested that this occurs in late 2018 in line with the next planned upgrade, funded by Essential Energy as is the case now. This will lead to the lowest amount of residual capital costs. It will also allow any learnings from the experience obtained in other regions to be applied at Coffs Harbour.

Cost benefit results

For simplicity in the initial analysis carried out here, it was assumed that the current situation will continue to the end of FY2018. Two options are considered; firstly HPS technology continues to be used going forward, and secondly LED technology is implemented. For analysis purposes, the capital expenditure for bulk upgrading plus installation costs is included every four years for HPS, and every 8 years for LED (in practice Council sees these costs as part of their recurrent monthly SLUOS charges).

The following assumptions were made in each analysis.

Table 5: Assumptions made in analysis of HPS v LED for CHCC street lighting

Cost item	HPS	LED
Cost of bulk upgrade per lamp (FY2016)	$300	$400
Installation cost per lamp (FY2016) (assumed higher cost for LED to allow for additional installation requirements compared with HPS)	$100	$150
Annual maintenance cost per lamp (average – same assumed for HPS & LED)	$55	$55
Electricity consumption (future based on FY2020 (MWh)) – 50% saving with LED	2,022 MWh	1,089 MWh
Assumed increase in street lighting per year (lamps and energy use)	1.5%	1.5%
Assumed escalation in costs for lamps, maintenance, energy per year	2.5%	2.5%
Discount rate for net present value calculation	7.0%	7.0%

Based on these assumptions the net present value of ownership of HPS v LED street lighting can be compared. Sensitivity analysis is also performed, including:

- Growth rate in numbers and energy use of street lights at 0% per year,
- Lower HPS lamp replacement cost of $250 per lamp plus $80 per lamp installation cost, with LED costs as per the table above,
- LED technology needs to be replaced every six years rather than 8 years

The analysis outcomes are summarised on the next page.

Table 6: Analysis outcomes for HPS v LED for CHCC street lighting

Analysis measure	Value
Net present value (NPV) for HPS scenario to 2034 (4 replacement cycles from FY2019)	-$14,623,262
Net present value (NPV) for LED scenario to 2034 (2 replacement cycles from FY2019)	-$11,200,254
Difference in NPV for the two options	+$3,423,008
Difference in NPV for the two options with no growth	+$2,889,404
Difference in NPV for the two options with lower HPS capital and installation costs	+$2,451,535
Difference in NPV for the two options with 6-year LED upgrade intervals	+$1,719,862

The analysis indicates that LED technology will outperform HPS technology and that Council will be better off financially as a result.

In simple payback terms, the additional cost of LED street lighting in FY2019 is estimated to be about $750,000 compared with HPS technology. The annual electricity cost savings are expected to be $180,000 per year. This leads to a simple playback of 4.17 years, well within the expected lifetime of LEDs.

Recommended approach

It is recommended that Council engages with Essential Energy in future months and years to refine and plan the next bulk street lighting upgrade. A range of factors will influence this including:

- Potential to access incentives that could make early implementation viable,
- Competition for LED lamps potentially leading to lower costs,
- Maintenance costs for LEDs may be lower than for current technology,
- Any future changes to SLUOS charges as approved by the Regulator,
- Consideration of bringing an upgrade forward and determining the value of residual capital to be paid in this event

5.4. Solar PV (behind-the-meter)

Current situation

Solar photovoltaic power is well understood and widely available. CHCC has installed approximately 175 kW of PV capacity, including:

- Rigby House, 137 kW
- Castle Street / Vernon Street car park, 30 kW
- Botanic Gardens, 3 kW, and
- Woolgoolga Lakeside Holiday Park, est. 5 kW

All of these systems were purchased outright by CHCC. Third party operators have implemented solar PV in the Coffs Harbour Community Village. More recently Council has begun to receive unsolicited offers for solar power purchase agreements (PPA), under which little or no up-front costs would be incurred and savings could be made compared with grid-delivered electricity.

As such the approach taken in the development of the REERP was to visit numerous Council-owned sites, engage with suppliers, stakeholders and asset managers, and carry out analysis to identify those sites best suited to hosting solar PV and to estimate the capacity that could be accommodated.

Proposed solution

It is proposed to maximise the implementation of solar PV on Council-owned sites, with generated electricity to be used within these sites. To estimate the capacity for solar PV at Council sites a large number of individual sites across all asset classes were inspected. Providers of solar PV solutions were invited to visit selected sites and provide non-binding estimates of costs and benefits from solar PV. Supply-install and PPA solutions were sought.

The analysis has identified 27 sites that may have potential for solar PV installation. In FY2015 these sites consumed over 11,400 MWh of electricity, which is almost 70% of all electricity used by Council (excluding street lighting). Of these sites ten (10) were inspected by solar PV solutions providers. Electricity use at these 10 sites was over 8,100 MWh in FY2015, almost 50% of Council's total consumption. In addition, Council has identified a potential for sites, while other sites were identified from site visits, engagement and data analysis. As the REERP progresses, it is expected that Council will continue to evaluate these sites, and may identify others that can benefit from solar PV installation.

The table below summarises PV capacity at the 10 sites reviewed by suppliers. Estimated additional capacity is summated as '*Other PV Potential*' and includes the estimated PV capacity at 17 other sites. Solar PV potential is illustrated in the figures on the next page.

Table 7: Summary of estimated solar PV 'behind-the-meter' capacity

Asset Name	STC Size	Energy Generation pa kWh STC	Max Est size	Energy Generation pa kWh max
Coffs Harbour Water Recl. Plant	99 kW	148,500 kWh	300 kW	450,000 kWh
Karangi Water Treatment Plant	99 kW	148,500 kWh	150 kW	225,000 kWh
Woolgoolga Water Recl. Plant	99 kW	148,500 kWh	150 kW	225,000 kWh
Coffs Harbour War Memorial Olympic Pool	75 kW	112,500 kWh	75 kW	112,500 kWh
CHCC Central Admin Building	99 kW	148,500 kWh	99 kW	148,500 kWh
International Sports Stadium	15 kW	22,500 kWh	25 kW	37,500 kWh
CHCC Works Depot	31 kW	46,500 kWh	50 kW	75,000 kWh
Toormina Library	10 kW	15,000 kWh	10 kW	15,000 kWh
Woolgoolga Library	10 kW	15,000 kWh	10 kW	15,000 kWh
Jetty Theatre	17 kW	25,500 kWh	17 kW	25,500 kWh
Other PV potential (airport, Holiday Parks, smaller properties)	393 kW	589,500 kWh	444 kW	666,000kWh
TOTAL	**947 kW**	**1,420,500 kWh**	**1,330 kw**	**1,995,000 kWh**

Figure 26: Potential solar PV installations (courtesy of SI Clean Energy – Admin Building, Marcia Street Depot, Coffs Harbour WRP, and Sports Stadium)









Figure 27: Potential solar PV installations (courtesy of SunEdison – Jetty Theatre, Woolgoolga Library, Toormina Library)







Cost benefit results

The cost benefit analysis draws on inputs by suppliers, analysis of energy bills for 2015/16 to determine the estimated value of solar PV savings and confirm that current network tariffs will continue to apply, and reference to industry literature to validate estimated costs and energy production estimates. The assessment has focused on two approaches, including;

- Supply and installation of solar PV by Council, with energy generation offsetting electricity use from the grid,
- Power purchase agreement(s) where upfront costs are small and solar PV is charged monthly over a long term contract period at a rate that is expected to be lower than rates Council pays

Supply-install by Council

For supply-install by Council, the two options (STC-size only for all sites, and maximum production at each site including LGC-scale systems at four sites) used a range of assumptions to determine the expected financial outcomes (including simple payback, net present value and internal rate of return). As noted in Section 5.2 above, direct financial impacts are considered, and other expenses such as depreciation (indirect), finance costs and the like are excluded for this analysis, but will be considered by Council. The assumptions used are tabulated below.

Table 8: Summary of solar PV 'behind-the-meter' financial analysis assumptions – supply-install by Council

Description	STC option	STC + LGC option
Value of savings	Estimated for each site individually based on applicable energy rates and tariff. Ranges from $0.11 for kVA-demand sites with no expected demand savings to $0.25/kWh for single-rate users with no demand charges	
Energy generation and degradation	1,500 kWh per kW of installed PV capacity, per year. Degradation of energy production estimated to be -0.5% per year	
Capital cost	$1.10/Watt installed excl. GST and net of STC credits	$2.10/Watt installed excl. GST for systems >100kW
Timing	Implementation in FY2016 with savings modelled for 15 years	
Escalation rate	2.5% per year for energy and maintenance	
Discount rate	7% for both scenarios	
Cleaning / maintenance costs	$1,000 per system in Year 1	$1,200 per system in Year 1 due to larger systems at 4 sites
Inverters	Escalation at -2.5% per year, replacement at Year 10	
LGCs	N/A	$40/LGC in FY2016, escalating at 2.5% per year to FY2030

Based on these parameters the following financial performance of solar PV within CHCC sites is estimated.

Table 9: Summary of solar PV financial analysis outputs – supply-install by Council

Description	STC option	STC + LGC option
Solar PV capacity	947 kW	1,331 kW
Energy generation kWh per year	1,420,500 kWh	1,995,000 kWh
Capital cost (net of STCs)	$1,041,700	$2,213,000
Cost savings per year (energy + LGC)	$214,980	$334,499
Simple Payback	4.85 Years	6.62 Years
Net Present Value (NPV) over 15 years	$861,587	$838,056
Internal Rate of Return (IRR)	18%	12%

Power Purchase Agreements

Under a PPA Council (or Third party operators) will see no upfront costs in most cases, and a drop in energy costs for solar electricity.

An estimate of initial costs and monthly solar costs compared with existing rates has been made for the same sites as analysed in the Council-owned model above. Supplier information was used in this analysis, with indicative PPA costs and benefits for selected sites extrapolated to all 27 sites.

The following assumptions were made in this analysis.

Table 10: Summary of solar PV financial analysis assumptions – PPA for all sites

Value of savings	Weighted average estimate of $0.1413/kWh for all sites
PPA rates	Estimated to be $0.125/kWh across all sites
Capital, maintenance, decommissioning costs	It is assumed that all of these costs are borne by the PPA provider
Pre-payments	Some pre-payments may be required. Drawing on supplier estimates a prepayment of $220,000 is estimated
Energy generation and degradation	1,500 kWh per kW of installed PV capacity, per year. Degradation of energy production estimated to be -0.5% per year
Timing	Implementation in FY2016 with savings modelled for 15 years
Escalation rate	2.5% per year for energy saving and PPA costs
Discount rate	7% for both scenarios

Based on these parameters the following financial performance of solar PV with a PPA model is estimated.

Table 11: Summary of solar PV financial analysis outputs – PPA

Description	STC + LGC option
Solar PV capacity	1,331 kW
Energy generation kWh per year	1,995,000 kWh
Pre-payment	$220,000
Cost savings per year (energy saved – PPA costs)	$40,124
Simple Payback	5.48 Years
Net Present Value (NPV) over 15 years	$200,981
Internal Rate of Return (IRR)	19%

It can be seen that both the initial outlay by Council and the net annual cost savings by Council are modest compared with a supply-install approach, where up to 10-times the expense and benefits will result.

Recommended approach

Analysis highlights supply-install of solar PV by Council as a potentially attractive investment, subject to further evaluation of finance, depreciation and other expenses where applicable. Based on expected cashflows most systems will pay for themselves well within their lifetime. The level of cost-effective renewable energy generation available means that solar PV should be maximised across Council's facilities.

Based on scenarios modelled with Council it is likely that a number of PV installations can be progressed using both PPA and Council pays approaches in the first REERP period to FY2020, with remaining sites implemented after this period. The approach will seek to maximise Council-owned solar PV installations within Council's available funding, which will include annual contributions to a Renewable Energy Fund (REF) as well as savings returning to the REF for a period of time beyond the payback of projects. It is expected that other opportunities will be implemented using a PPA approach, with sites selected so as to achieve a 10% renewable energy target by FY2020 in conjunction with Council-owned solar PV and LED street lighting.

Within the identified sites there may need to be further assessment of the implementation approach. For example:

- Sites such as Jetty Theatre and Cavanbah Centre have modest daytime demand and often have greater evening and weekend demand. Energy / battery storage in conjunction with solar PV may be the optimum solution at these sites given their sizeable roof spaces. As such, Council should consider implementing smaller 'battery-ready' systems here in the first instance, and consider expanding these systems together with storage in future years as this technology becomes cost-effective.
- Holiday Parks may have a range of opportunities that it should consider.

- Implementation of PV on common facilities (catering, games rooms, and administration buildings) may be immediately feasible, and should proceed accordingly or in line with planned building / refurbishment works.
- Implementation of solar PV street lights and bollards may be attractive from a business perspective as this can allow removal of overhead wires on Park sites and enhance the 'green' credentials of the parks in a highly visible way. However contribution to Council's targets would be modest, and payback would be long on energy savings alone.
- Holiday Parks should also review specifications for new villas / cabins with suppliers, to evaluate future options for incorporating solar PV and storage within tender specifications at suitable locations. This would then be subject to a villa-by-villa assessment to determine suitability.
- Electricity load profiles for Holiday Park sites are usually characterised by high early morning and late afternoon peaks, reflecting tourist cooking and cleaning times. This can lead to very low load factors – that is, low average electricity demand to peak demand. As well as future potential for battery storage for accommodation, battery systems could be valuable in reducing peak demand and increasing the value of solar energy generation. As such any systems installed should be specified to be 'battery-ready' so that this can be accommodated in future.

- Third party-operated sites: Council will need to examine opportunities here in conjunction with site operators. Sites such as the War Memorial Olympic Pool are large energy users, and as such are important in the context of Council's overall targets. Site operators who have the financial capacity to implement PV may do so anyway, and Council can encourage or incentivise this approach. Inclusion in a PPA is an approach that would see little or no up-front costs and a modest saving or cost-neutral outcome for the operator and Council.
- Water reclamation plants will require further examination. Consideration will need to be given to underground infrastructure for proposed ground-mount systems. In addition the use of water bodies or dams may need to be considered, similar to the plant being constructed at Jamestown in South Australia[9]. Implementation complexity and cost is likely to be higher at these sites than at others within Council, and consideration should be given to both Council-owned and PPA models.
- Some sites may have heritage listing, such as the Historical Museum, and therefore additional consideration will need to be given to whether and where solar PV can be installed so that heritage value is not eroded.

Overall a mix of Council-owned and PPA models will represent the optimum approach to implement the maximum amount of solar PV on Council-owned facilities as part of the REERP.

[9] Ref: RenewEconomy at http://reneweconomy.com.au/2015/australias-first-floating-solar-plant-opened-in-south-australia-42322, also reported interest in floating solar by District Council of Karoonda-East Murray at http://www.abc.net.au/news/2015-10-30/floating-solar-power-plant-mooted-for-karoonda/6899436

Battery storage

Battery storage is emerging as a key technology in future renewable energy generation. To illustrate the potential benefits, it is useful to look at Rigby House's 137 kW solar PV system. Electricity profiles show how PV has reduced daytime demand, but not early mornings and late afternoon peaks.

Figure 28: Rigby House electricity load profile, summer

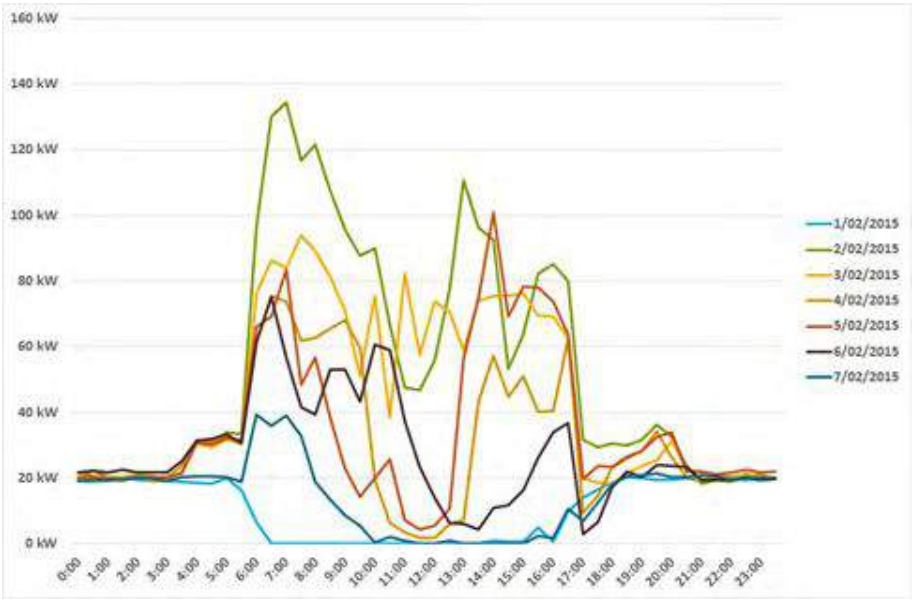
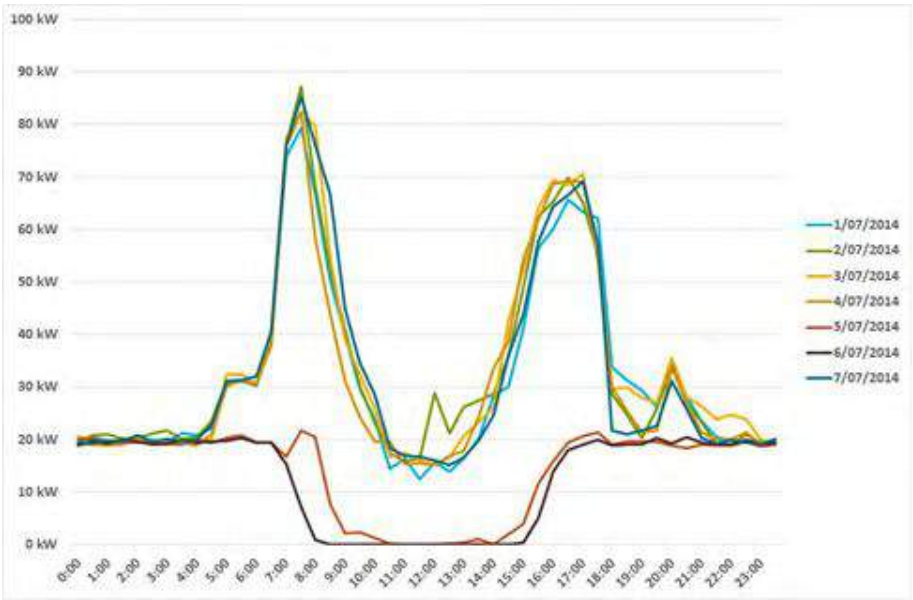


Figure 29: Rigby House electricity load profile, winter

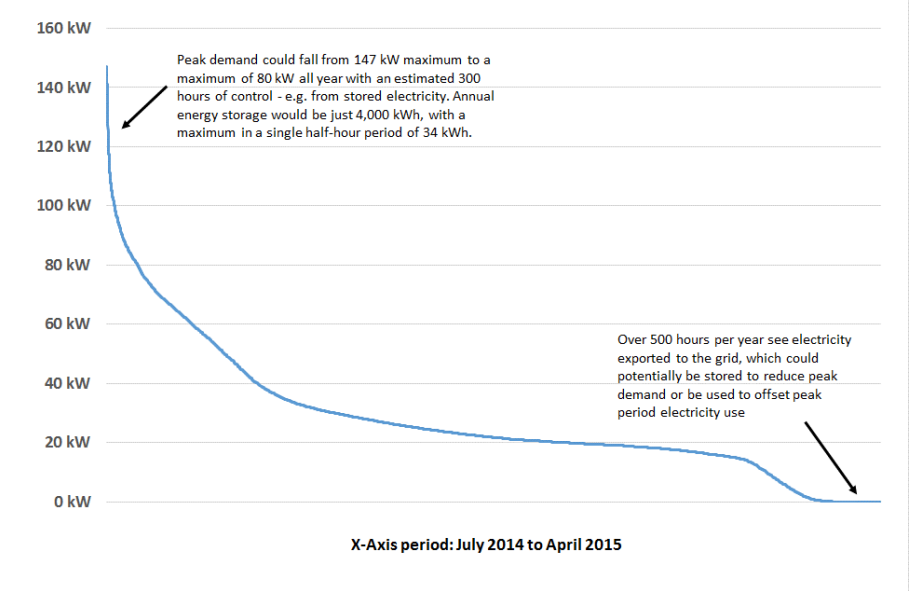


This means that Rigby House's electricity costs will be heavily influenced by peak demand charges during off-peak and peak periods, seen in the average cost of electricity which is higher than sites with similar electricity consumption.

We can also see from the above load profiles that there will be periods when electricity could be exported to the grid, with a low associated value in terms of revenue to Council.

If we look at the site's half-hourly load data from highest to lowest, we can see this more clearly, as shown below.

Figure 30: Rigby House electricity demand, highest to lowest over one year



This initial analysis of export and peak demand data for Rigby House indicates some potential for battery storage to be utilised.

- Demand at the site is usually no more than 80 kW, however for about 300 hours per year demand exceeds this level, reaching a peak in FY2015 of 147 kW.
- Solar appears to meet more than 100% of the site's demand for at least 500 hours per year.
- At first glance, there may be an opportunity to not export electricity, but to store this for use in reducing peak demand, and reducing peak-period and shoulder period electricity consumption from the grid.

With battery storage beginning to emerge it is recommended that Council considers trialling this technology at one or more sites, based on an assessment of the potential benefits, and in consultation with suppliers.

5.5. Energy efficiency of Council's facilities

Current situation

Coffs Harbour City Council has pro-actively improved the energy efficiency of its facilities and infrastructure over many years. The extent of Council's implemented and planned energy efficiency (and load shifting) actions was highlighted during site visits to around 40 of Council's largest energy using sites, which shows efficiency to be a business-as-usual part of operations.

The level of energy efficiency implementation across Council's assets means that this approach is likely to make a modest contribution to future energy management efforts. The table below summarises efficiency measures implemented by Council. Factors influencing energy are also noted.

Table 12: Summary of energy efficiency measures at CHCC asset categories

Asset Category	Energy Use FY2015 kWh	Summary of implemented energy efficiency measures	Other factors affecting energy use change
Water and Sewer	10,852,849	Efficient pumps, VSD control of nearly all water and sewer pumps where viable. Full automation of plants. Regular optimisation of HVAC.	Increasing water reclamation, infiltration to sewer system, new connections, site closures, new SPS sites.
Property	2,301,355 (+ est. 238,950 kWh from renewables)	Single T8 and T5 light fittings replacing twin fittings at Admin Building and Rigby House, LED lighting in major carparks, voltage reduction for lighting circuits, several EE split and packaged A/C systems, VSD control of swimming pool pumps, BMS for major buildings, CO control of carpark fans, solar hot water for swimming pool showers.	Age and condition of plant, staff practices - e.g. personal heaters, consolidation of properties, leasing to third parties, growth in Council services.
Holiday Parks & Reserves	1,518,537 (+ est. 7,500 kWh from renewables)	Solar hot water, LED trials on common facilities, 7-star instantaneous gas heating for Villa/Cabin hot water, LED lighting and EE air conditioners specified for new villas.	Trend towards villa / cabin accommodation v plug-in or un-powered sites. Tourist numbers. Upgrading of older sites.
Airport	986,794	Part upgrade of CHRA terminal to EE lighting, secure carpark induction lights and control, PE cells for external lights, chiller upgrade, site-wide BMS implementation and optimisation.	Airport operating hours.
Other (Sports Unit, Asset Construction, CCS, Jetty Theatre, RFS, etc)	897,541 (+ est. 4,500 kWh from renewables)	Heritage Museum upgrade incl LED lighting, efficient A/C units, floor insulation. New A/C system for Jetty Theatre. Some LED lighting and digital sound equipment upgrades at Jetty Theatre.	Major sporting events, utilisation of sporting fields, road maintenance activities.

Notwithstanding the significant efforts made to improve energy efficiency, the data highlighted in Section 3 show that over the last six years, reported grid electricity consumption at Council's sites has increased very slightly, from 16,194 MWh in FY2010 to 16,557 MWh in FY2015 (0.37% p.a.).

Steady falls in energy use at the Airport, in Asset Construction & Maintenance and Holiday Parks & Reserves are offset by similarly modest increases in energy use in Property and Water & Sewer. Most of the reported increases for Property relate to reported consumption for a third party operated site and may simply reflect missing data. On balance, it can be said that Council's energy efficiency efforts have led to energy use remaining fairly static, while overall Council services have increased.

Proposed solution

Energy efficiency implemented by Council means that much of the 'low hanging fruit' has been taken up, and going forward energy efficiency measures will have longer paybacks, and may become available at the end of equipment life rather than as retrofit or early replacement opportunities. In order to estimate the savings that can be achieved through further efficiency, a model of energy use at each site was first developed, based on site visits and expected energy using equipment for all other sites. Just four categories of energy demand are used – Lighting, HVAC, Power and Motors.

- For example, a sewer pump station's energy use will be dominated by pump energy (motor). A switch room may have a small amount of power use for control equipment, an air conditioner that runs 24/7 to keep switchboard or VSD controls cool, and a couple of fluorescent lights that are only on when the site is attended for service. For these sites we take motors to use 95% of electricity, air conditioners 3%, and lighting and power 1% each.

By breaking up energy use at each asset type in this way a clearer idea of energy using equipment emerges as tabulated below.

Table 13: Summary of grid electricity end use at CHCC asset categories

Asset Category	Lighting	HVAC	Power	Motors
Water & Sewer	178,395 kWh	535,186 kWh	178,395 kWh	9,960,873 kWh
Property	712,528 kWh	959,574 kWh	444,966 kWh	184,287 kWh
Holiday Parks & Reserves	298,435 kWh	296,767 kWh	758,435 kWh	164,900 kWh
Airport	395,554 kWh	387,143 kWh	204,097 kWh	0 kWh
Sports Unit	160,837 kWh	22,123 kWh	53,984 kWh	12,386 kWh
Asset Construction & Maintenance	78,387 kWh	78,586 kWh	69,181 kWh	1,526 kWh
Other	121,693 kWh	169,459 kWh	107,073 kWh	22,306 kWh
TOTAL	**1,945,829 kWh**	**2,448,838 kWh**	**1,816,131 kWh**	**10,346,278 kWh**

From this an assessment is made of the potential for energy saving, taking into account the measures that have already been implemented by Council, and potential opportunities identified in the course of site visits. The following approach was adopted to estimate savings:

- Lighting: upgrading to LED or Induction will reduce lighting energy by 60%. Some sites have implemented LED already (e.g. Park Street car park). Lighting at many sites is intermittently used (e.g. sporting fields, flood lighting, unattended sites) and the payback to switch to LED could be 20 years or more, less where replaced at end-of-life. For attended sites it is assumed that lighting is usually on, and a 6-year payback to upgrade to LED is assumed to be feasible. Other sites may have variable use, such as Holiday Parks, amenities blocks and the like, and paybacks of 8-10 years could be expected in these cases.
- HVAC: upgrading HVAC technology can generally be expected to lead to savings of a third or more. For small split or packaged systems, this level of savings equates to say upgrading from a system with an Energy Efficiency Rating (EER) of 3.0 (typical of older systems) to an EER of 4.0 (possible for newer systems). For larger ducted systems this level of savings may arise from efficiencies in both chiller and fan systems. In general, this would only be implemented when an existing system has reached the end of its useful life. In a few cases HVAC systems have been recently replaced (e.g. airport, Jetty Theatre) and so opportunities are unlikely to arise to upgrade these again in the FY2030 target period.
- HVAC: optimisation of HVAC controls (such as Building Management Systems or BMS) can yield reasonable savings, typically at a modest payback of up to 3 years. Savings of 10% in HVAC energy use could be achieved through adjustment to operating times and after-hours settings, 365-day timers, temperature set points and the like. For this analysis it was assumed that this is a potential savings level at larger sites only.
- Power: savings can be achieved through behavioural changes and through equipment upgrades. Most of this energy use is by appliances, computers, servers and the like. In some sites such as the Central Administration building the high number of appliances contributes to a high base demand at the site. Reduction in the number of appliances, education to stop the use of personal appliances and turn-off campaigns can be useful in making modest savings. Other gains will occur when appliances and ICT equipment are replaced, and procurement procedures should seek to ensure that energy efficiency of these purchased goods is as high as possible. A 10% saving in energy use is possible at large sites; as with air conditioners this will mainly be achieved at end of life replacement.
- Motors: the vast majority of motor energy use is in the water and sewer network (60% of all Council grid electricity use excl. street lights). The majority of motors are VSD controlled, and load profiles for dry and wet days shows the significant benefit that results from the use of these controls. High-efficiency pumps are specified where feasible. A modest level of additional savings is possible, with some motors in this network still using DOL control. A 2% saving is used for analysis purposes at the larger WPS and WRP sites, mostly achievable as part of pump station upgrades. Small infrequently used DOL drives may not be replaced in the FY2030 period. Some swimming pool pumps have been fitted with VSD control recently.

Based on this model approach an estimate of the potential energy efficiency opportunity (or capacity) at Council can be developed. This is tabulated below.

Table 14: Summary of modelled energy efficiency savings potential at CHCC

Asset Category	Lighting	HVAC	Power	Motors	Total
Water & Sewer	102,467 kWh	198,015 kWh	13,781 kWh	132,319 kWh	446,582 kWh
Property	350,471 kWh	421,359 kWh	33,767 kWh	19,510 kWh	825,106 kWh
Holiday Parks & Reserves	179,061 kWh	127,610 kWh	37,922 kWh	41,225 kWh	385,818 kWh
Airport	134,269 kWh	52,111 kWh	11,461 kWh	0 kWh	197,841 kWh
Sports Unit	96,502 kWh	9,248 kWh	4,869 kWh	0 kWh	110,619 kWh
Asset C&M	47,032 kWh	31,991 kWh	6,404 kWh	0 kWh	85,427 kWh
Other	65,190 kWh	53,078 kWh	8,686 kWh	3,129 kWh	130,083 kWh
Total	**974,992 kWh**	**893,412 kWh**	**116,889 kWh**	**196,183 kWh**	**2,181,476 kWh**

Based on site visits the following short term (i.e. pre FY2020) and longer term opportunities (i.e. end-of-life upgrade) are noted.

Table 15: Summary of short and long term energy efficiency opportunities at CHCC

Asset Category	Short term potential	Long term potential
Water & Sewer	LED Lighting at large / attended WRP / WPS, Optimise temperature settings of HVAC systems in switch rooms, offices and work areas	LED lighting at low-use sites, Replace DOL with VSD motors, Upgrade to energy efficient HVAC units, and efficient appliances
Property	LED lighting at all mid to high-use sites, Optimise BMS for HVAC at large sites,	Upgrade to energy efficient HVAC units, and efficient appliances, Heat pump upgrade at pools
Holiday Parks & Reserves	Implement LED lighting upgrade of common areas (planned), Optimise temperature settings of HVAC systems in common areas, Specify high-efficiency HVAC, LED lighting and 7-star hot water in new villas	Upgrade to energy efficient HVAC units, and efficient appliances, Review villa / cabin specs to upgrade insulation levels and appliance efficiency,
Airport	Programming and optimisation of the new BMS (current). Progressive implementation of LED lighting where practical and cost effective.	Upgrade to energy efficient HVAC units and appliances. Upgrade to LED runway lighting (not fully approved at this time, monitoring ongoing)
Sports Unit	Implement LED lighting upgrade at Sports Stadium buildings	Floodlighting of fields to LED, Replacement of appliances
Asset C&M	LED / induction lighting upgrades, replace poorest HVAC with efficient units, optimise time and temperature control of HVAC	Upgrade to energy efficient HVAC units, and efficient appliances
Other	LED lighting at all mid to high use sites, Stage lighting LED upgrade at Jetty Theatre,	Upgrade to energy efficient HVAC units, and efficient appliances

Cost benefit results

Implementation of the full estimated energy efficiency potential would save Council close to $500,000 per year at today's electricity rates. This is summarised below.

Table 16: Summary of modelled energy cost savings potential at CHCC

Asset Category	Lighting	HVAC	Power	Motors	Total
Water & Sewer	$19,020	$35,423	$2,299	$22,249	$78,991
Property	$109,359	$94,969	$7,555	$4,318	$216,200
Holiday Parks & Reserves	$32,441	$22,801	$6,712	$7,047	$69,000
Airport	$27,666	$11,331	$2,367	$ -	$41,364
Sports Unit	$22,897	$1,960	$982	$ -	$25,840
Asset Construction & Maintenance	$12,906	$8,095	$1,549	$ -	$22,550
Other	$21,360	$16,074	$2,633	$1,052	$41,119
Total	**$245,648**	**$190,652**	**$24,097**	**34,667**	**$495,063**

To implement all of these savings now would be cost prohibitive. The modelling carried out to develop these savings estimates indicates that capital costs would exceed $6 million. This would lead to a payback of 12 years.

Hence implementation should focus on measures that have paybacks of say less than six years, with strong procurement and equipment specification processes that ensure future equipment replacement / upgrades are energy efficient.

Recommended approach

The recommended approach is to focus on areas where best paybacks can be achieved, likely to be:

- Lighting upgrades in mid to high-occupancy sites, to LED and induction technology,
- Optimising BMS and simple A/C controls where practical to trim HVAC energy consumption,
- Capturing planned plant upgrades and ensuring that high levels of energy efficiency are incorporated within specifications,
- Reviewing procurement practices for equipment (computers, appliances, etc) and facilities (Holiday Park villas / cabins) and optimising these to achieve higher levels of energy efficiency that can have immediate effect

A focus on these areas to FY2020 is estimated to be able to implement around a third of the overall potential for energy efficiency, or about 650,000 kWh savings per year. Costs for implementation of an estimated $700,000 and savings of $135,000 annually would give a payback of just over 5 years.

5.6. Renewable energy or offset purchasing

Current situation

In the period FY2010 to FY2015 Coffs Harbour City Council did not purchase renewable energy or offsets as part of its energy supply arrangements. Broadly, there are five ways in which Council could purchase renewable energy or offsets in order to either reduce its carbon dioxide emissions and/or increase the level of energy supplied from renewables. These include:

- ***Accredited GreenPower*** purchased via an existing retailer supply agreement, or separately. The GreenPower website[10] provides an indicative price range of 5-8¢/kWh as a premium to grid energy costs. Generators and retailers are audited to ensure that the energy they sell as GreenPower meets the scheme requirements, including that is was generated post-1997.
- ***Non-accredited green power*** is electricity sourced from renewables but built prior to 1997. This energy is not Accredited GreenPower but may be eligible to create Renewable Energy Certificates.
- ***Renewable Energy Certificates*** are similar to GreenPower, excepting that the REC process is administered by the Commonwealth Government as part of the Renewable Energy Target (RET) process[11], and more energy sources are eligible under the scheme. Customers have greater flexibility in choosing where and how their electricity is generated, and can be specific about the exact amount they wish to purchase.
- ***Offsets*** are bought to reduce reportable GHG emissions from one source (e.g. Council activities) by buying them from another source (e.g. tree planting). To overcome issues with transparency buyers may seek to have assurance about the credibility of the offsets, for example that they meet the requirements of the National Carbon Offset Scheme (NCOS)[12]. Examples of voluntary market offset standards include The Gold Standard (GS), Australian Carbon Credit Unit (ACCU) and Verified Carbon Standard (VCS).
- ***Direct purchasing of renewables from a generator via a direct offtake agreement*** – this model is just emerging, with University of Technology Sydney (UTS) among the first to contract directly for energy from a renewable source (200 kW Singleton solar array), with purchased energy accounted for in billing by their energy retailer[13].

In 2014 and 2015 there have been efforts made towards the creation of renewable energy-only retailers and community energy retailers focused on developing renewable energy portfolios, particularly sourced from locally-developed projects[14]. This may provide alternative renewable energy purchasing opportunities for Coffs Harbour City Council, including the potential to purchase electricity sourced from local or regional renewable energy generation projects.

[10] Refer http://www.greenpower.gov.au/
[11] Refer http://www.cleanenergyregulator.gov.au/RET/Pages/default.aspx
[12] Refer https://www.environment.gov.au/climate-change/carbon-neutral/ncos
[13] Sourced from http://newsroom.uts.edu.au/news/2015/09/uts-takes-lead-customer-led-renewables
[14] Example includes Enova, conditionally licensed since October 2015 http://www.enovaenergy.com.au/

Proposed solution

The only limit on the amount of renewable energy and/or offsets that Council can buy to meet its targets is the amounts equating to the targets themselves at FY2020, FY2025 and FY2030.

The procurement of renewable energy in the short to medium term may be expensive compared with other options, with costs exceeding those for grid retail electricity. However declining solar PV costs, the emergence of direct purchase from renewable energy generators and/or the emergence of renewable energy / community energy retailers may see this change. Over time, and certainly within Council's target period, it is likely that costs for renewable energy will become cost-competitive with grid electricity and provide Council with a viable alternative to self-generation.

- Therefore in the first target period to FY2020, and potentially to FY2025 it is proposed that renewable energy and/or offsets purchasing form part of Council's REERP to make up any shortfall in these years between actual performance and targeted performance.
    - The implementation of a 25% renewable energy target in FY2020 will most likely include purchases of offsets or renewable energy via Green Power, RECs or directly. This may be an expensive strategy.
    - Aiming for a 10% target in FY2020 is likely to be able to be met via LED street lighting and 'behind-the-meter' solar PV systems, with little or no need for other renewable energy purchases or offsets. This approach may allow for added time to monitor cost trends and develop more cost-effective purchasing strategies over the medium to long term.
- Offsets may continue to be a required part of Council's REERP through to the FY2030 period to offset fuel emissions.
- It is proposed that Council continually monitor the costs of purchasing renewable energy via direct offtake / PPA agreements, and via emerging renewable energy retailers, and compare costs to those for grid-purchased electricity and self-generated electricity.

Cost benefit results

The amount of a shortfall (if any) to Council's targets at the interim and final target years (FY2020, FY2025 and FY2030) will not be known until the end of each period, though robust estimates of any shortfall will be able to be determined based on Council's ongoing tracking of energy use across all activities, and future tracking of efficiency and renewable energy initiatives.

The future cost of renewable energy or offsets will be based on developments in those markets. At this time costs to meet different levels of shortfall are indicative only. The table below shows possible costs for different shortfall levels.

Table 17: Indicative costs to purchase renewable energy and/or offsets to meet REERP targets

Description	Cost Range	1,000 MWh RE shortfall	3,000 MWh RE shortfall	5,000 MWh RE shortfall	1,000 t CO_2-e GHG shortfall
Accredited GreenPower or unaccredited green energy / mixture	$50-80/MWh	$50-80,000	$150-240,000	$250-400,000	N/A
Renewable Energy Certificates	$40-70/REC	$40-70,000	$120-210,000	$200-350,000	N/A
Direct offtake	Unknown	It would be reasonable to expect the cost of a direct offtake of RE generation from new projects to align with typical LCOE costs and trends.			N/A
Carbon offsets	$4-70/t CO_2-e	N/A	N/A	N/A	$4-70,000

Recommended approach

In the short to medium term the purchase of renewable energy and/or offsets to help meet Council's targets should occur after options to meet these targets through energy efficiency and on-site renewable energy generation have been exhausted within the limitations of capital, resources and timing for each interim target and the final target.

It is recommended that offsets be considered as a means of making up any shortfall in carbon dioxide emissions reduction targets at FY2020, FY2025 and FY2030 (e.g. to offset fuel consumption).

As costs for renewable energy generation decline and direct purchase and/or retail purchasing models change, it is recommended that renewable energy generation purchasing options be considered alongside self-generation opportunities to meet targets in later years – i.e. FY2025 to FY2030.

It is recommended that Coffs Harbour City Council engage with existing and future community-based energy retailers and regional renewable energy generation proponents to evaluate the potential for these to play a role in future energy purchases, taking into account additional potential benefits such as local employment opportunities that can result.

5.7. Large-scale solar PV generation

Current situation

There are no large scale solar PV installations in the Coffs Harbour region. However utility-scale solar PV (and concentrating solar thermal, CST) are rapidly becoming more cost effective globally and in Australia.

Recent years have seen the development of a number of large projects, and the Australian Renewable Energy Agency (ARENA) is looking to drive the costs of solar down even further in coming years.

A list of some of the major recent developments is tabulated below.

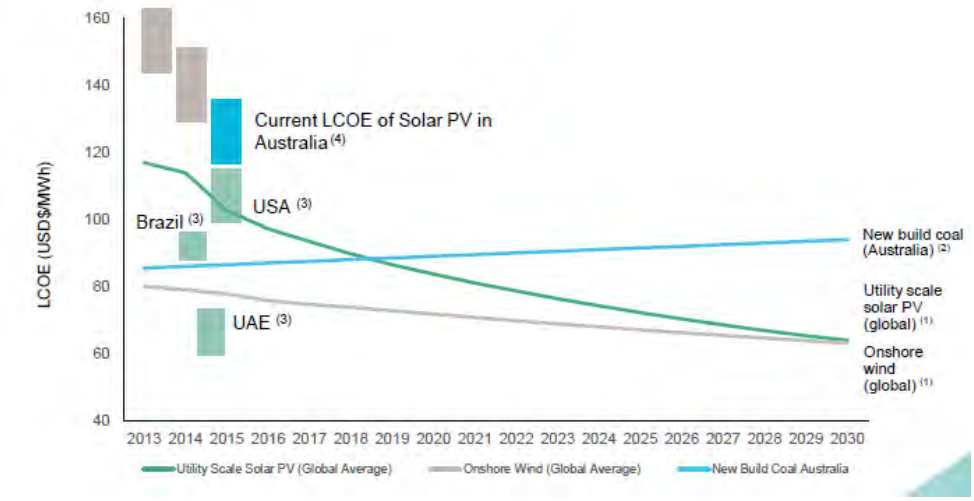
Table 18: Summary of recent large-scale solar PV & CST projects in Australia

Name	Location	Scale in MW	Incentive: RET and…	Status
Royalla (PV)	ACT	20	$186/MWh FiT	Operating
Mugga Lane (PV)	ACT	13	$178/MWh FiT	Planning Approval
Williamsdale (PV)	ACT	10	$186/MWh FiT	Planning Application
Moree (PV)	NSW	56	Commonwealth grant	Construction Commenced
Nyngan (PV)	NSW	102	ARENA & NSW Grants	Operating
Broken Hill (PV)	NSW	53	ARENA & NSW Grants	Operating
Greenough River (Geraldton) (PV)	WA	10	Unknown	Operating
Valdora (PV)	QLD	15	Unknown	Tender Stage
Kogan Creek (CST)	QLD	44	Govt Grants	Construction Commenced

ARENA has identified that there is significant solar PV capacity under development, including 2.7GW of PV generation with permits, and 2.4GW of early stages PV planning.

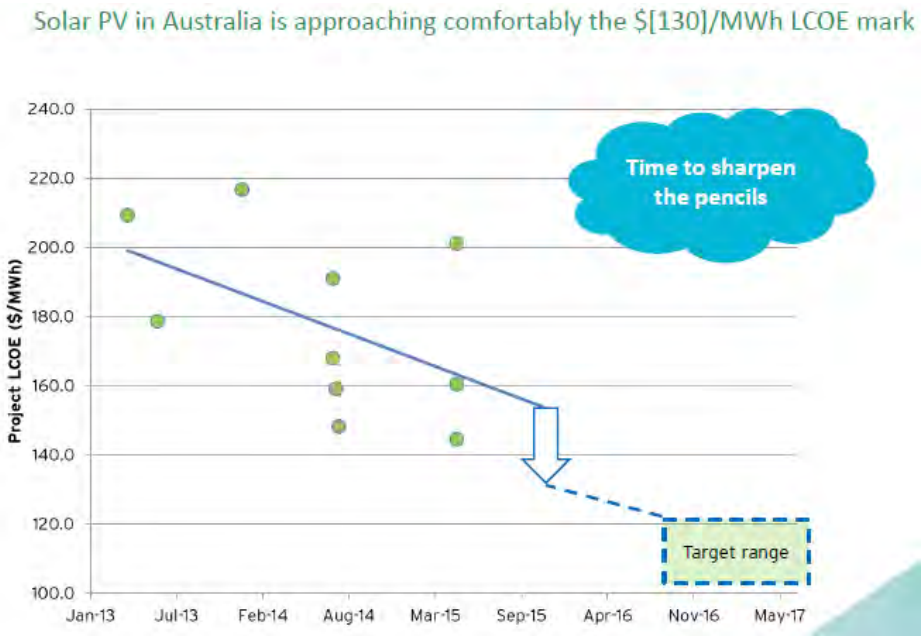
ARENA is forecasting significant continuing reductions in the cost of solar PV at scale, which can see it reach parity with wind energy by 2030 on a global level. This is illustrated below.

Figure 31: ARENA Graph indicating LCOE forecast for utility-scale solar PV compared with new coal and wind[15]



ARENA is now implementing a 200 MW solar PV project that is aimed at supporting projects in the 5-50MW range to deliver outcomes at least equal to a LCOE of $130/MWh (AUD).

Figure 32: ARENA Graph indicating LCOE trend in Australia[16]



[15] From ARENA: Large-scale solar photovoltaics – competitive round, Dan Sturrock. Business Development and Transactions, Presentation to Consultation Forums, Sydney: 27 July 2015, Melbourne: 29 July 2015

[16] From ARENA, ibid

The current situation highlights that:

- Utility-scale solar PV costs are declining rapidly,
- Within the FY2030 timeframe of the REERP utility-scale solar PV is likely to be at parity with wind energy,
- Projects are being progressed at local government levels as well as by energy market participants, providing potentially valuable learnings to Coffs Harbour City Council

As part of the development of the REERP, Council has identified a number of sites that meet some of the main criteria for location of one or more large-sized solar PV projects in future. The criteria included:

- Flat or near-flat land or water body,
- Council-owned and no other committed future use,
- North-facing aspect,
- Proximity to the electricity grid at high voltage,
- Adequate buffer to towns / local residents

As a result of initial investigations four locations were identified, with a total of 73 hectares (Ha) identified to have potential for location of solar panels. These include:

- (former) Gabazo land near Woolgoolga,
- Karangi Dam (floating solar),
- Corindi Sewerage Treatment works (adjacent land),
- Public Reserve at North Boambee

It is noted that this is an initial assessment only, and more detailed assessment of the suitability and future use of these (and potentially other) sites would need to be carried out in future. Other sites could include the Regional Airport, subject to future plans for the development of land here.

Proposed solution

It is proposed that the four locations identified be considered as potential locations for grid-connected solar PV projects as part of Coffs Harbour City Council's REERP.

It is estimated that these sites could generate more than Council's requirements for electricity. Case studies of mid to large-scale solar PV show a power density of 2 Ha per MW to about 4 Ha per MW, say an average of 3 Ha per MW.

Based on this and assumed production of 1,500 kWh per kW of installed capacity estimates have been made of the potential generation capacity for these sites. This is tabulated below.

Table 19: Potential electricity generation capacity from large-scale solar at CHCC sites

Location	Area	Capacity at 3 Ha/MW	MWh at 3 Ha/MW	Capacity at 4 Ha/MW	MWh at 4 Ha/MW
Corindi STP	17 Ha	5.67 MW	8,500 MWh	4.25 MW	6,375 MWh
Gabazo Land	9 Ha	3.00 MW	4,500 MWh	2.25 MW	3,375 MWh
Public Reserve	14 Ha	4.67 MW	7,000 MWh	3.50 MW	5,250 MWh
Karangi Dam	33 Ha	11.00 MW	16,500 MWh	8.25 MW	12,375 MWh
All Sites	**73 Ha**	**24.33 MW**	**36,500 MWh**	**18.25 MW**	**27,375 MWh**

These estimates refer to the potential ***PV capacity***; further assessment is necessary in conjunction with Essential Energy to understand the ***network capacity*** to accept output from embedded generation. Initial (informal) discussions with Essential Energy were held to inform the REERP regarding some of the main issues that could arise in relation to these sites. This indicates:

- All sites may be able to host some level of solar PV generation,
- Karangi Dam is relatively close to the high voltage (33-66 kV) network and several MW of capacity could potentially be connected. At high voltage and as a floating PV system the costs for this solution would likely be high relative to other options,
- The Dam site could possibly host a smaller system connected in to the 11 kV system, subject to further investigation,
- The Public Reserve site at North Boambee is also close to the high voltage network which could take several MW. However with the site having less than 5 MW of potential PV capacity it is likely that connection in to the HV network would be very expensive as a proportion of total costs,
- The Public Reserve site could potentially host a PV system that is substantially smaller than the site's PV capacity, connected to the 11 kV system,
- The Corindi STP and Gabazo land sites could host PV systems that are substantially smaller than each sites' capacity, connected to the 11 kV system. The Gabazo land site would likely involve lower connection costs as shorter power transmission distances are involved,

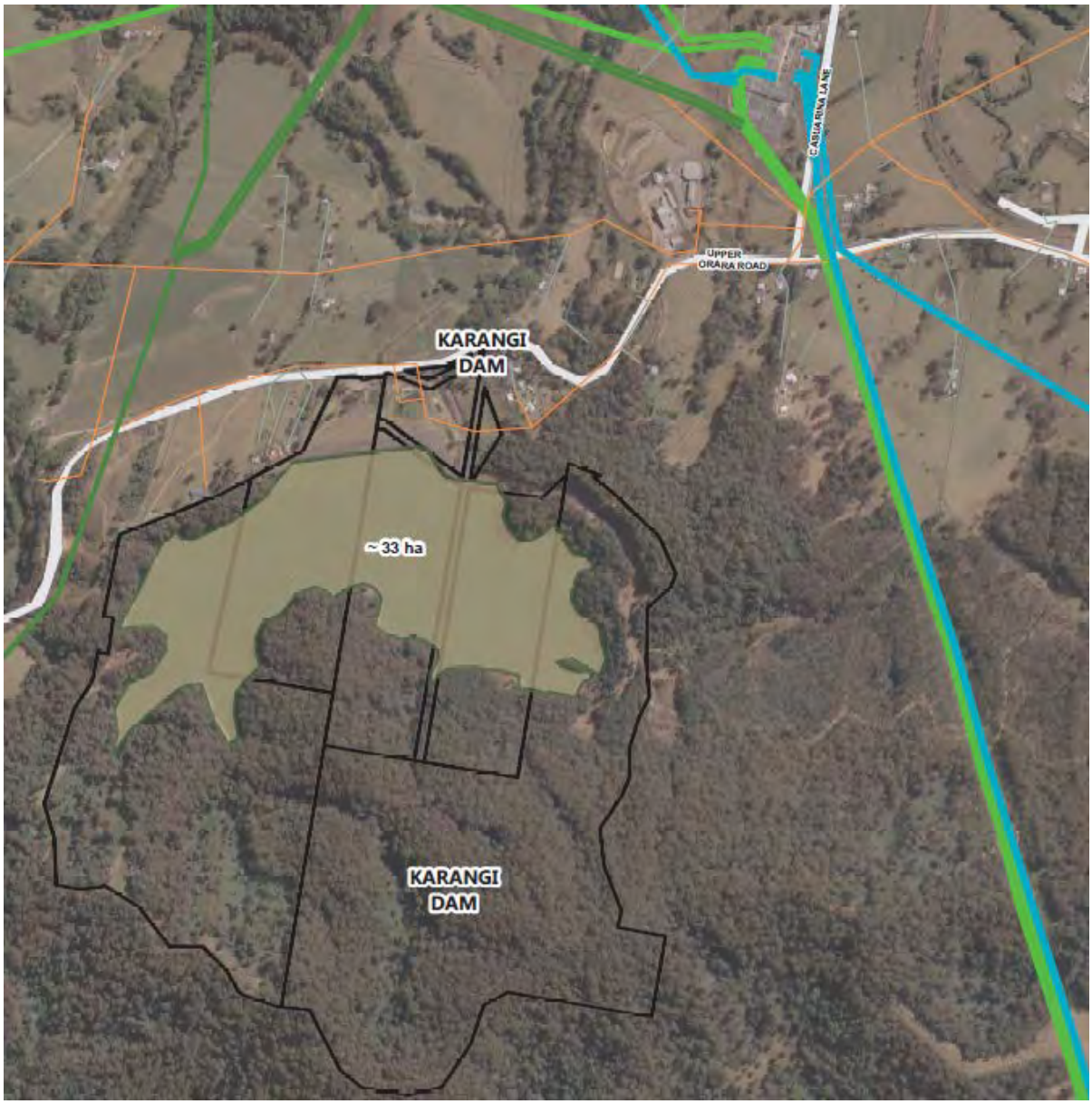
Hence while the initial PV capacity estimates indicate that all of the REERP's renewable energy targets can be met by large-scale solar PV systems, network capacity constraints, costs for HV connection or both of these factors may reduce the cost-effective potential.

As a first step, prior to the future development of a *Preliminary Connection Enquiry Form* (refer to relevant embedded generation connection documents[17]) Council should initiate formal discussions with Essential Energy to further assess the likely network capacity to accept output from PV systems.

[17] https://www.essentialenergy.com.au/content/hv-connections-documents

A CHCC-supplied view of the Karangi Dam site, with indicative PV panel areas marked (on-water), is shown below to highlight the potential at this site.

Figure 33: View of Karangi Dam with possible PV location[18]



[18] From GIS group, CHCC. Note that indicative PV location includes the dam surface area only. Black lines mark the Dam land boundary.

Cost benefit results

A detailed financial analysis of large scale solar PV is not presented here. As the current and forecast situation shows there are expected to be significant improvements in the cost of PV technology, which will be driven by module efficiency gains, competition in construction, finance among other improvements.

- ARENA's current PV program is aimed at projects meeting a LCOE of $130/MWh (AUD) as a minimum. This corresponds to an approximate implementation cost of up to $2/W, an improvement of about 35% compared with just four years ago.
- Improvements are expected to see the average cost fall to a LCOE of $80-100/MWh by FY2020, say $90/MWh. This corresponds to an approximate implementation cost of $1.30/W. Some suppliers have indicated informally that delivered costs of around $90/MWh are possible now for good PV locations and with ideal retail supply arrangements.
- Parity with wind energy could see implementation costs drop by 50% by FY2030 (or earlier) compared with ARENA's $130/MWh minimum target, equating to around $1/W.

As an example, implementation of 8.244 MW of solar PV across the four identified sites is considered. If implemented from FY2020 the potential is for a project to be developed at a LCOE of $90/MWh, with an estimated implementation cost of $10.7 million (site-specific factors such as approvals, generation potential, connection, land v water bases, whether owner-developer or third-party developer is preferred, etc. will be key to costing, and this figure is likely to be accurate to +/-50%. In addition, future costs for solar PV projects will continue to decline).

Annual output from this project would be 12,366 MWh, which (in addition to energy efficiency and rooftop PV) would meet Council's renewable energy targets for FY2025.

Key aspects that would then be addressed in order to deliver a cost benefit (or cost neutral) outcome to Council would include:

- Ownership and construction options including Council-build and third-party build and own,
- Power purchase and how this can be applied across Council's electricity consumption, including retailer arrangements,
- Virtual net metering (VNM) (or local generation credits), whereby locally sourced generation from one Council site to others could benefit from reduced network tariff rates,
- The role of community based or owned electricity retailers in the project and the region,
- Treatment of renewable energy certificates generated by the project, in particular assessment of the number of RECs that would need to be retired to help meet greenhouse gas reduction targets compared with the number of RECs that could be sold to minimise the net cost of electricity from PV sources to Council,
- Other potential benefits of the project, such as local employment in construction and maintenance, potential benefits to regional tourism

Recommended approach

It is clear from the renewable energy resources available that if CHCC wishes to meet its targets through local energy generation that large-scale solar PV is likely to be the major technology able to meet these in the target period.

A recommended initial step is to confirm if local generation at scale aligns with Council's aspirations compared with say sourcing renewable energy from elsewhere. If aligned with Council's goals the next steps (over FY2016-18 say) should involve:

- Further internal qualification of identified sites (and others if subsequently identified) in terms of intended or potential future use, and development of a shortlist of sites that can be considered for solar PV generation,
- Formal engagement with Essential Energy to understand existing constraints on supply from embedded generators, future growth forecasts in identified areas and impact on likely future capacity in the network to accept embedded generator outputs. This should be done ahead of any *Preliminary Connection Enquiry* by Council,
- Engagement with other jurisdictions developing or seeking to develop local generation (e.g. Sunshine Coast QLD, ACT, Lismore City Council, Northern Region Council SA for example) to develop an understanding of the key issues in early-stage development of PV projects, and of the different implementation and benefits realisation approaches,
- Early engagement with PV suppliers / proponents and electricity retailers to further understand the capabilities of the PV market to deliver mid-to-large sized PV projects, and the capability and willingness of retailers to partner with Councils to deliver PV solutions,
- Undertaking of a preliminary feasibility assessment of shortlisted sites to further define the cost-benefit and suitability of each site, and the selection of a preferred site or sites for future PV development

5.8. Waste-to-energy generation

Current situation

Waste materials transported to Council's England's Road facility are received in a third party-operated facility and sorted using a range of mechanical separation processes. Recovered organic waste materials are composted and returned to land. Remaining output, mostly inert, goes to landfill. The existing arrangements are in place until close to FY2030.

The ability to develop a waste-to-energy solution at the facility would be guided by the EPA's NSW Energy from Waste Policy guideline[19]. Review of this policy statement and (informal) discussion with EPA indicates that the generation of energy may be a valid part of future waste management treatment at the site. In particular, the list of eligible waste fuels in the policy includes:

- *"7. source-separated green waste (used only in processes to produce char)"*

In FY2015 a total of 23,300 tonnes of organics was received at the facility for composting. A further 2,000 tonnes of biosolids from Council's WRPs was applied direct to land.

Ballina Shire Council

Ballina was the recipient of a $4.25m grant to assist with the development of a biochar facility[20]. Funding came from the Commonwealth Government's "Regional Development Australia Fund". The project would be Australia's first large-scale commercial biochar manufacturing facility, using slow pyrolysis to convert organic waste to biochar and renewable energy. The key inputs to and outputs from the project are proposed to include:

- Input of 29,000 tonnes of organic waste,
- Output of around 7,000 tonnes of biochar,
- Output of up to 6,000 MWh of renewable electricity, and
- Reduction in GHG emissions of 48,000 tonnes of CO_2-e.

The identified feedstocks for the project include:

- Green waste (parks and gardens organics, verge and power line clearing, horticultural and agricultural residues),
- Garden organics and food waste from kerb-side pick-up,
- Source separated timber and wood waste (excluding mixed construction and demolition waste),
- Biosolids from Ballina Shire Council wastewater treatment plants

[19] 2014, NSW EPA, NSW Energy from Waste Policy Statement, sourced from www.epa.nsw.gov.au
[20] Content sourced from https://www.ballina.nsw.gov.au/cp_themes/default/page.asp?p=DOC-ITX-11-05-77

The proposed project was originally projected to cost $9 million, and would generate a return from biochar revenues, and to a lesser extent from electricity generation.

As reported in early 2015[21], the costs for the project have significantly increased, to an estimated $23 million. At this cost, the project is not financially viable.

Proposed solution

Notwithstanding that the Ballina biochar project's costs are significantly higher than forecast, the timeframe over which this approach could be applied at Coffs Harbour is 10 to 15 years, and so the potential for efficiencies in the technology, costs and delivery to be gained is high.

The parallels between Ballina and Coffs Harbour's waste streams are, of the face of it, reasonably clear. A pro-rating of the waste inputs to England's Road and biosolids from Council's WRPs against the Ballina data above would suggest the following possible outputs from a biochar / renewable energy plant at Coffs Harbour:

- Input of 23,300 tonnes of organic waste, plus 2,000 tonnes of biosolids,
- Output of around 6,100 tonnes of biochar,
- Output of up to 5,200 MWh of renewable electricity, and
- Reduction in GHG emissions of 42,000 tonnes of CO_2-e.

In terms of outputs, this approach could have very significant impacts on Council's GHG emissions, easily exceeding the targets that have been set. The project's contribution towards Council's renewable energy target would be more modest, at over 20% of forecast electricity consumption.

Cost-benefit results

The experience to date at Ballina suggests that biochar + renewable energy generation is not cost effective at this time, and may be an inferior business case to the current approach. A financial business case is not developed at this time.

Recommended approach

The recommended approach is to maintain a watching brief on developments in this technology and to get further information on the cost as well as the potential benefits aspects of the approach. This can be done in conjunction with Councils, EPA, waste service providers and technology providers.

A waste-to-energy approach would also require a community or social 'license-to-operate', and to the extent Council sees this as part of their future energy mix / carbon response early community engagement is also recommended.

[21] http://www.northernstar.com.au/news/biochar-project-in-jeopardy/2543528/

5.9. Fleet energy efficiency and biofuels

Current situation

In FY2015 fleet makes up approximately 27% of energy use at 7,322 MWh and just 5% of GHG emissions at 1,816 t CO_2-e. Overall consumption and emissions are dominated by diesel, where consumption has been fairly static over the past six years. Petrol use for light vehicles has improved, both in total consumption and in GHG emissions through a switch to mostly ethanol E10 blend petrol in recent years.

A range of possible solutions are available to improve fleet energy consumption and emissions, such as:

- B2, B5, B20 and B100 biodiesel blended fuels,
- Electric vehicles,
- E10 and E85 ethanol blended fuels,
- Procurement of smaller and more fuel efficient light and heavy vehicles, and road plant,
- Driver education and training

Council has focused mainly on the purchase of E10 as well as the efficiency and size of new purchased or leased vehicles. A range of factors currently limit the ability to invest significant resources in other options, including:

- The use of biodiesel B20 has been considered but is not supported by many vehicle manufacturers and is considered a high risk to warranties and performance at this time. B5 must meet the same standards as mineral diesel but availability is not widespread, and a B2 (2% biodiesel) mandate in NSW will become B5 as supply becomes available.
- Biodiesel is subject to fuel standards legislation (via the Fuel Standard (Biodiesel) Determination 2003), however. The development of a B20 biodiesel quality standard has been the subject of consultation since 2012, with a specific focus on *the selection, specification and test methods for a B20 fuel quality standard*[22]. Views expressed in consultation with Council stakeholders included the need for much tighter B20 quality standards that provides users and manufacturers with greater confidence in the use of this in lieu of mineral diesel.
- Electric vehicles are just beginning to enter the Australian market. Stakeholders considered that, at this stage, Coffs' regional location, long distances travelled by vehicles, lack of EV infrastructure and the region's hilly characteristics mean that EV is unlikely to be a solution in terms of energy or GHG savings in the short to medium term.

[22] 2012, Department of Sustainability, Environment, Water, Population and Communities: Developing a B20 fuel
quality standard. A discussion paper for consultation covering the selection, specification and test methods for a B20 fuel quality standard.

- E85 appears to be available from very few suppliers in few locations, mainly urban centres. Therefore, application to the Coffs region at this time is limited.

Proposed solution

Council's current approach is to procure efficient vehicles and use E10 in most light vehicles. The current approach is adequate given the limitations on progressing with high biodiesel and ethanol blends and given the small size of the electric vehicle market.

Cost-benefit results

No cost-benefit assessment is carried out at this stage for fuel efficiency measures.

Recommended approach

The main aspects of fuel efficiency that Council can focus on to progress efficiency in this area over time include:

- Close monitoring selective trials of new biofuel blends in selected vehicles,
- Working closely with vehicle manufacturers with the aim of identifying opportunities for and trialling higher biofuel blends when possible,
- Maintaining a watch on developments towards tightening quality standards for B20 and towards availability of blends including B5, B20, E85 and the like,
- Maintaining a watch on developments in the electric vehicle market in Australia

To the extent that Council's greenhouse gas emissions or energy use are short of targets, purchase of offsets for fuel consumption may be a cost-effective way to make up this shortfall.

6. Financing options

6.1. Introduction

A few years ago there were only a few options to invest in energy efficiency or renewables – to buy and own the equipment, or to finance it by a loan. In recent years, the availability of finance for energy efficiency and renewable energy projects has increased. Council can decide to self-fund the identified REERP actions, or it can decide to have a nil upfront investment through a lease or PPA arrangement.

The following table shows a summary of the various options for the needed energy efficiency and renewables investments, with the subsequent sections describing the details of these options.

Table 20: Summary of different financing options

Option	Upfront cost	Repayments	Cost of finance	Does Council own asset?	Balance sheet	Technical risk
Self-funded, budget	100%	N/A	Opportunity cost	Yes	On	Yes
Self-funded, REF	100%	N/A	Opportunity cost	Yes	On	Yes
Loan funded	0%	Fixed or variable	Bank loan rate	Yes	On	Yes
Operating lease	0%	Fixed - $/month	Higher than bank loan rate	No	Off	Yes
Capital lease	0%	Fixed - $/month	Higher than bank loan rate	Yes, at end of lease	On	Yes
On-bill financing	0%	Fixed	Higher than bank loan rate	Yes	On	No, if there is a guarantee
PPA	0% or establishment fee	$/kWh purchased	Higher than bank loan rate	No, though can purchase at end of agreement	Off	No

6.2. Self-funded through normal budgeting process

The energy efficiency or renewables projects can be financed with Council's own funds from the capital budget. The advantages are that there are no ongoing contractual obligations and that Council can own and depreciate the equipment. The disadvantages are that Council's minimum acceptable rate of return on capital (hurdle rate) must be met and that there is less money available for other activities.

Council carries all finance and performance risks. Council is also responsible for the maintenance, although many providers offer maintenance contracts to ensure that the equipment continues to operate efficiently and reliably.

6.3. Self-funded through REF

The energy efficiency or renewables projects can also be financed with Council's own funds from a *Renewable Energy Fund* (REF). The fund is a financial mechanism, whereby the savings made as a result of sustainability initiatives are diverted back into the fund to repay the capital and also provide financial support for future initiatives.

The REF is one of the financial mechanisms identified in the Coffs Harbour Emissions Reduction Plan (REERP) to meet Council's emission reduction and renewable energy targets. The REF will also facilitate investment in ongoing energy cost savings that could contribute to a decrease in overall Council operating expenses.

Key benefits of a REF include:

- It will help to facilitate emission reductions, cost savings and resilience in the face of rising energy costs.
- Effectively allows a monetary investment to be spent a number of times (through reinvesting energy cost savings) without reducing its value.

There are no external obligations to financiers and Council can own and depreciate the equipment. The disadvantages are that the team within the Council that installs the energy efficiency or renewables equipment cannot claim the savings associated with the project until such time as the loan from the REF is repaid. There might also be a waiting list of projects, so new projects can be held up for several years until previous projects repay their loans and funding is available. Council also carries all finance and performance risks and is responsible for maintenance, unless this is contracted out.

Funding the Renewable Energy Fund

Seed funding is provided for the REF by Council resolution with ongoing funding for the REF being provided through re-investment of energy cost savings into the REF.

On 12 March 2015, Council passed a motion (Resolution No. 46) to allocate $50,000 in January 2016, and $100,000 each financial year thereafter, into a 'revolving' Renewable Energy Fund (REF).

Management of the Fund

The Renewable Energy Fund is to be managed by a Renewable Energy Board (Board), who will report to the Group Leadership Team (GLT).

Operational elements of the REF such as the criteria for funding projects, conditions of funding, and reinvestment into the are to be determined by Coffs Harbour City Council's Group Leadership Team and Renewable Energy Board once established.

Future directions

It is recommended that initially, the fund will focus on corporate projects with a relatively short repayment time. There is the opportunity to extend this in the future. It is envisaged that once the fund is stable at the initial investment level (a conservative estimate is 5 years) internal projects with a longer cost recovery period can be considered.

6.4. Loan-funded

A loan funded model means that a lender provides capital to Council, to be repaid by a certain date, typically at a pre-determined interest rate that moves in line with changes in a reference lending rate. Council makes regular repayments to the lender to cover interest costs. An advantage is that there are no or reduced up-front costs. The disadvantages are that Council bears the economic and technical risk if the equipment becomes unusable and that the loan is on the balance sheet.

6.5. Operating lease

A supplier installs the equipment, and Councils makes monthly repayments on the system for a period of time, commonly five to 10 years. The repayments can be a flat monthly rate, or increase during the course of the contract, which is often linked to CPI increases. Usually, the supplier is responsible for the maintenance of the system during the leasing period. Leases allow the spreading out of the cost of an investment, but it means that repayments with interest are incurred. This will make the equipment more expensive than if it was paid for up front.

The equipment is owned by the financier and Council obtains the sole right to use it. At the end of the lease, the customer has the option of returning the equipment, making an offer to buy it, or continuing to lease it. Operating leases are more suitable for capital intensive projects and where costs are mainly for physical assets. They are less suitable for less expensive equipment, such as lighting, or when a large portion of the costs are for installation and associated services. They are also less suitable when the equipment is difficult to remove or reuse.

An advantages is that there are no or reduced up-front costs. There are fixed lease payments and the lease obligation is off the balance sheet. The financier bears the residual value risk (the risk that the equipment has no value at the end of the lease). This is particularly relevant where the equipment has perceived high obsolescence or is required for a short period. The disadvantages are that Council bears the risk of the equipment becoming unusable during the lease. Council also cannot depreciate the asset.

Some solar companies offer leasing with a 'performance guarantee' that the system will produce a minimum amount of electricity. Normal weather variations and solar panel performance over time are taken into account. Should the solar system fall short in producing the amount of energy stated in the contract, the solar provider is obligated to compensate Council.

Solar leasing does not work well for small systems. Under normal circumstances, leasing agreements are worth at least $10,000 over the life of the contract. Leasing contracts will have a minimum duration which is typically five years, but sometimes longer.

6.6. Capital lease

The capital lease is similar to the operating lease, except that at the end of the lease, the equipment ownership is transferred to Council on payment of an agreed amount.

6.7. On-bill financing

On-bill financing is currently offered by Origin Energy and AGL. The energy retailer installs the equipment. This is repaid through a 'repayment' charge on the energy bill. Once all payments are made, the title for the equipment transfers to Council.

6.8. Power Purchase Agreement (PPA)

PPA arrangements avoid many of the traditional barriers to adoption for solar systems: high up-front capital costs; system performance risk; and complex design and permitting processes. In addition, PPA arrangements can be cash flow positive from the day the system is commissioned. They also allow for predictable energy pricing.

A PPA provider designs, constructs, owns, operates and finances the renewable energy generation equipment. The PPA provider is effectively leasing Council's space for a set contractual period of time. Alternatively, renewable energy could be purchased from a plant that is not located on Council-owned or leased land.

The PPA provider retains ownership of the system and the responsibility for any maintenance costs. Council agrees to buy a certain amount of electricity generated by the solar system at a price that is usually cheaper than the retail price of electricity from the grid. The cost per kWh can be fixed, but it is often escalated in the range of one to five percent. This is done to account for system efficiency decreases as the system ages, and inflation-related costs increases for system operation, monitoring, maintenance, and anticipated increases in the price of grid-delivered electricity. The difference to leasing is that Council commits to buy a certain number of kWh of energy per month, whereas with a leasing agreement Council commits to spend a certain amount of money per month for the use of the system.

Solar PPAs have a typical duration of 10 to 15 years and will require a minimum duration of around five years. It depends on the PPA contract as to whether the ownership of the equipment will be transferred to Council during the contract time. There are generally no upfront costs for a PPA.

In addition to the PPA provider selling the energy to Council, they can also sell the *Renewable Energy Certificates* from the renewable energy production. Because of the commitment to a 100% renewable energy goal, Council will need to purchase the associated RECs and retire them. Similarly, the carbon reduction can only be claimed, if the RECs are purchased and retired.

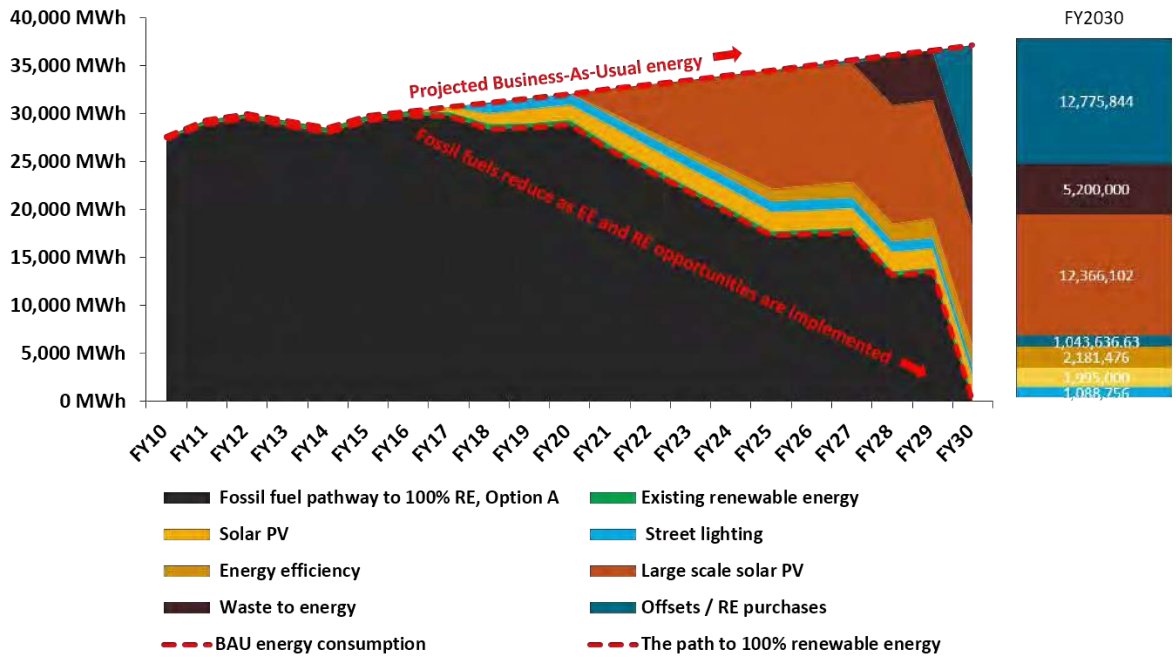
PPAs can be used by Council to pay for behind the meter solar PV installations, as well as for the large-scale solar power plant.

7. REERP action plans

CHCC's renewable energy and greenhouse gas abatement targets are long term (FY2030) with interim targets for the near term (FY2020) and in the medium term (FY2025). Based on the business cases developed, and through consultation with Council, the plan for the near term (FY2020) has been developed with some certainty. Medium and longer term plans should, however, be subject to change, based on additional and improved information acquired over time. As such the REERP Action Plans should be revised from time to time, and those presented here illustrate possible pathways to achieving Council's targets rather than prescriptive or committed plans.

The graph below illustrates one pathway to 100% renewable energy, based on the implementation of a 10% target to FY2020, a 50% target by FY2025 and a 100% target by FY2030.

Figure 34: The pathway to 100% renewable energy for CHCC in FY2030 with a 10% target in FY2020



This chart can be summarised thus:

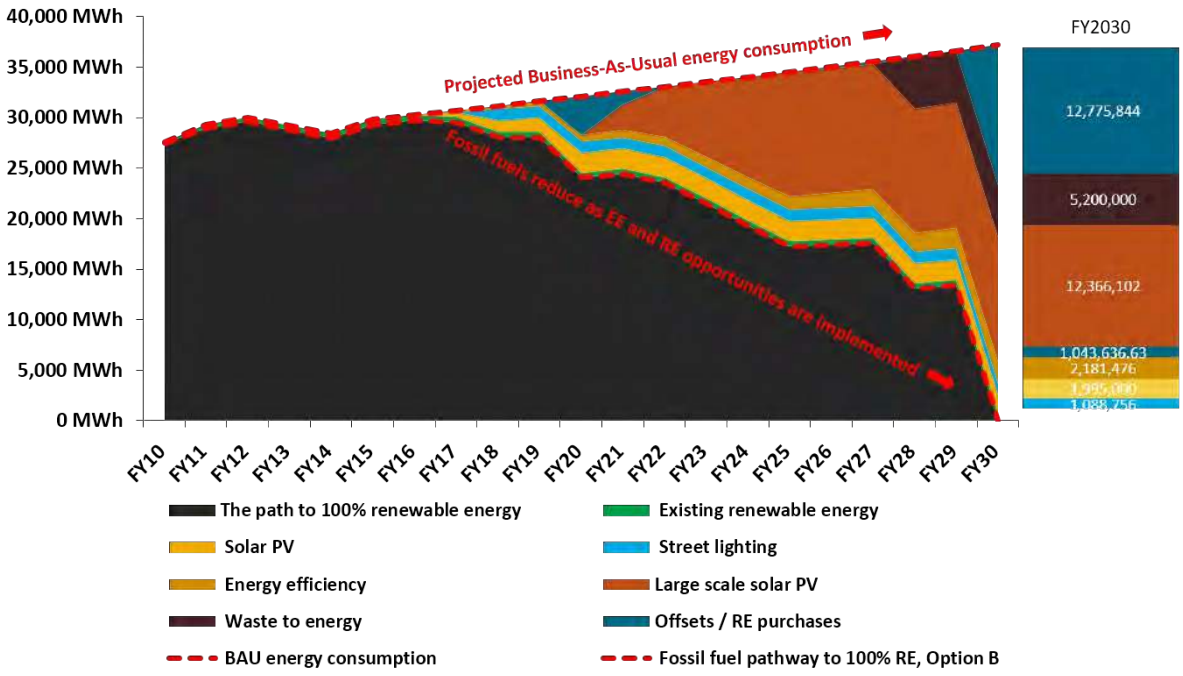
- The FY2020 target will be met by implementing most of the identified potential for rooftop solar PV and upgrading of Council's street lighting to LED technology. The proposed REF and ongoing cost savings from these measures will be the major funding sources for this plan.
- The FY2025 plan will see energy efficiency play a modest role, recognising the work Council has done in this area, but also recognising that over time equipment will reach the end of its useful life and be replaced. Larger-scale solar PV will begin to play a role. The chart illustrates

the gradual implementation of 1-2 MW solar PV projects on the identified sites within CHCC; however future evaluation may alter this approach. For example one site may prove to be superior and may be developed towards FY2025 rather than over time.

- For the FY2030 target period waste-to-energy and fuel offsets are highlighted as potential options that Council may elect to implement. As with large-scale solar PV this is illustrative of what could be implemented, however alternatives such as greater levels of solar PV, or direct purchases of renewable energy from other sources may be preferred.

The graph below illustrates another pathway to 100% renewable energy, based on the implementation of a 25% target to FY2020, a 50% target by FY2025 and a 100% target by FY2030.

Figure 35: The pathway to 100% renewable energy for CHCC in FY2030 with a 25% target in FY2020



This chart can be summarised thus:

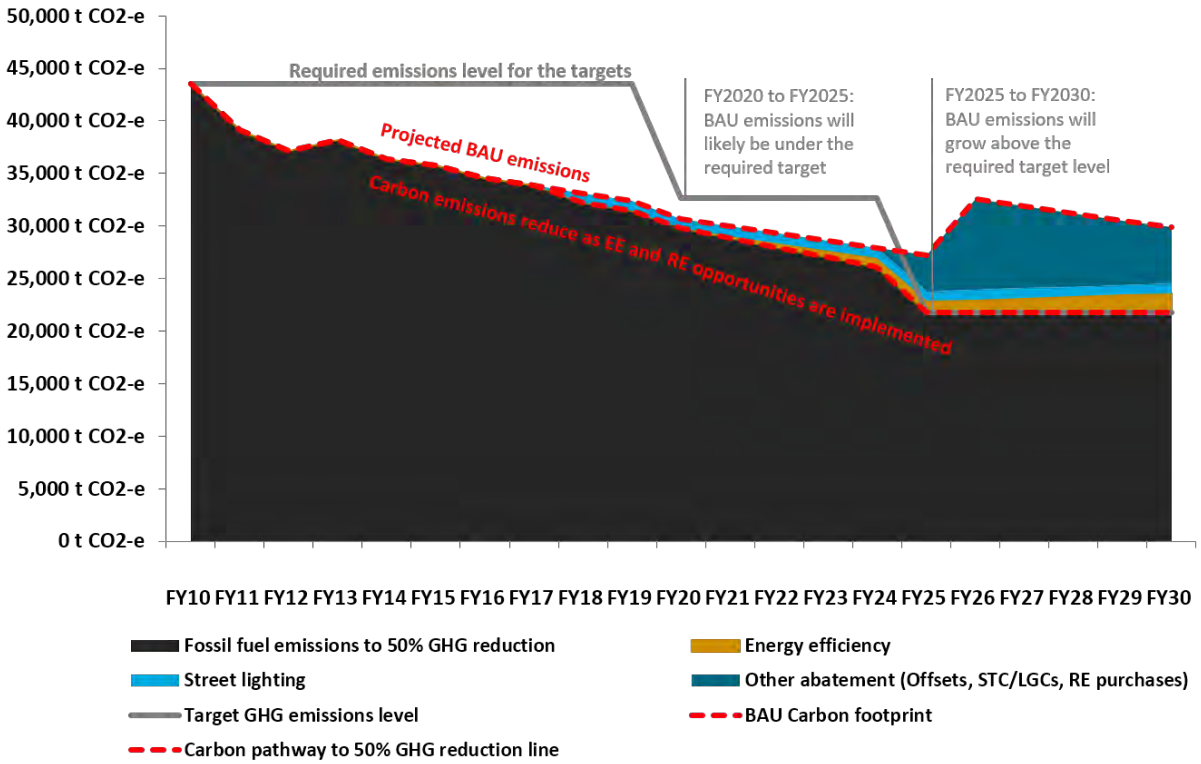
- The FY2020 target will be met by implementing all of the identified potential for rooftop solar PV and upgrading of Council's street lighting to LED technology. In addition it is assumed that energy efficiency upgrades such as office LED lighting can be brought forward. The purchase of offsets or renewable energy will also be necessary under this plan, since the identified short-term potential within Council will not be sufficient to meet the target. Since the REF and ongoing cost savings from these measures will be the major funding sources for this plan, funding of all of these actions will be a challenge for Council to overcome.
- The FY2025 plan illustrated here assumes that some 1-2 MW-scale solar PV plants will begin to generate energy to meet Council's needs. With the earlier 25% target still in place, if this is

delayed Council would need to continue to purchase offsets or renewable energy externally in order to continue to meet its target. As with the '10% plan' this plan will see energy efficiency play a modest role, recognising the work Council has done in this area.

- For the FY2030 target period waste-to-energy and fuel offsets are highlighted as potential options that Council may elect to implement. As with large-scale solar PV this is illustrative of what could be implemented, however alternatives such as greater levels of solar PV, or direct purchases of renewable energy from other sources may be preferred.

Council's greenhouse gas abatement targets (GHG or CO_2-e) can be illustrated in much the same way. This is shown below.

Figure 36: The pathway to 50% greenhouse gas emissions reduction for CHCC by FY2025



This chart can be summarised thus:

- The projected pathway of landfill emissions is such that other abatement measures may not be required until around FY2025. However as noted in this report the monitoring and reporting of landfill gas emissions should be the focus of attention so that this profile and projection can be validated and accurately updated over time.

- With initial emissions targets appearing to be easy to achieve Council may have flexibility to realise the financial value of RECs from rooftop solar PV installations, though recognising this may impact on Council's renewable energy goals[23].
- Towards FY2030 greenhouse gas emissions are projected to rise again based largely on landfill projections, and in this scenario abatement via offsets or retirement of RECs would be necessary to ensure that Council achieves its GHG targets.

With the above graphs and notes as context the FY2020, FY2025 and FY2030 REERP Action Plans are summarised below. For each plan a simple structure is presented, including:

- Tabulated targets for greenhouse gas emissions reduction and renewable energy additional to current / BAU levels.
- Tabulated summary of the key actions that form part of the target, noting that the FY2020 plan reflects actions that have a fairly high level of confidence or certainty of being implemented, while FY2025 and FY2030 plans should be reviewed and revised over time. As these later target periods commence it is expected that the revised plans will be more detailed and have higher certainty of being implemented.
- A simple chart illustrating the level of renewable energy / energy efficiency by each included measure.

[23] Refer to notes relating to selling v retirement of RECs in Section 5.2.

7.1. FY2020 REERP Plan

FY2020 represents the first milestone year for Coffs Harbour City Council's carbon emissions and renewable energy targets. Re-capping the targets as assessed in Section 3:

Table 21: CHCC carbon emissions and renewable energy targets to FY2020

FY2020 TARGETS					
Carbon	Target carbon emissions reduction in %	25% reduction from baseline FY2010			
	Projected BAU carbon emissions in FY20	30,688 t CO_2-e			
	Target carbon emissions level in FY20	32,667 t CO_2-e			
	CHCC to reduce carbon emissions by:	**-1,979 t CO_2-e**			
Renewables	Target % renewable energy	Option A	10% of BAU use	Option B	25% of BAU use
	Projected BAU energy use in FY20		32,092,033 kWh		32,092,033 kWh
	Target renewable energy		3,209,203 kWh		8,023,008 kWh
	Projected BAU renewable energy in FY20		511,227 kWh		511,227 kWh
	CHCC to increase renewable energy by:		**2,697,976 kWh**		**7,511,781 kWh**

Based on these targets and on the assessment of the preferred options for meeting Council's targets, the following FY2020 REERP action plans should be considered.

FY2020 renewable energy action plan – Option A

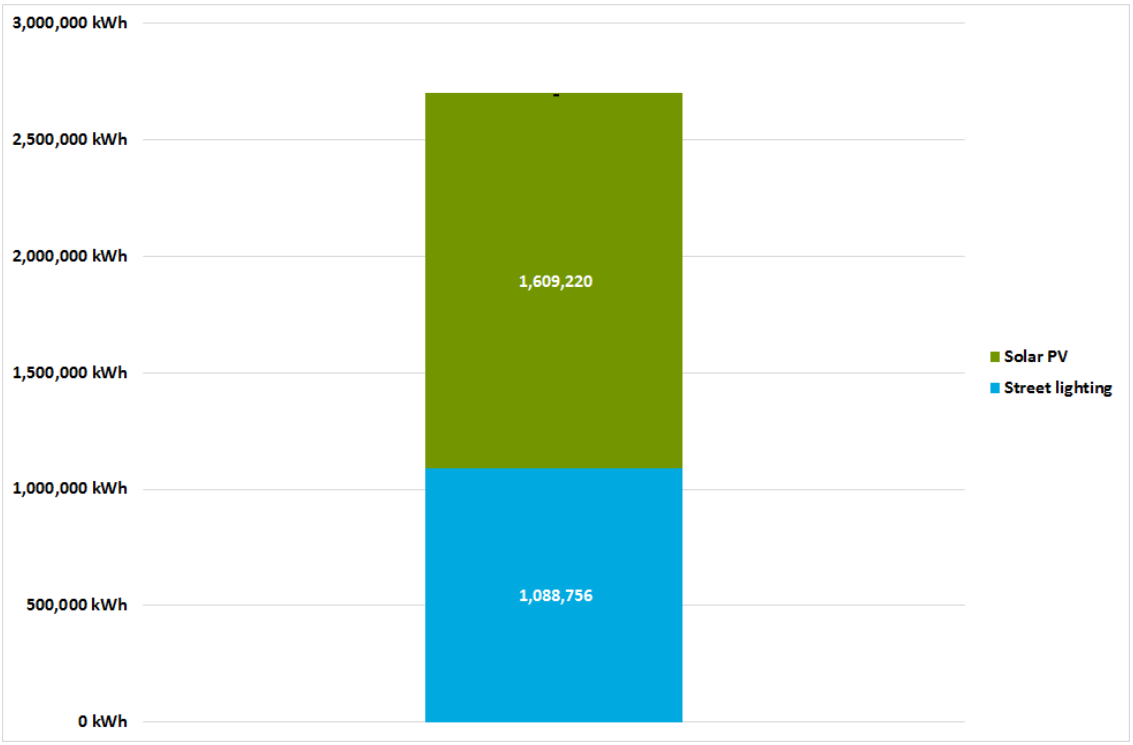
Table 22: FY2020 REERP Plan for CHCC consideration – 10% renewable energy (Option A)

Measure	Description	Financial metrics	Contrib. to target
Street lighting LED upgrade	All Council's street lighting can be upgraded to LED technology at the next planned bulk replacement in 2018.	• 4.17-year payback from expected added cost of $750,000, well within expected life of LEDs. • NPV $3,423,008 for LED compared with HPS.	1,088,756 kWh
Solar PV (behind the meter)	Implement 1,076 kW (of 1,331 kW total potential) rooftop solar PV at Council sites, using supply-install-own and PPA procurement approaches as appropriate.	Supply-install-own (10 sites): • Capital cost $482,200 (FY2016) • Annual savings $78,788 (FY2016) • 6.12 Year payback • NPV $176,731 & 12% IRR excl. depreciation, plus PPA (5 sites): • Pre-pay $120,000 • Annual savings $18,576 (FY2016) • 6.46 Year payback • NPV $74,902 & 15% IRR	1,609,220 kWh (1,614,000 kWh will be generated from the sites included in this target)

It is anticipated that the measures for Option A will be financed from the Revolving Energy Fund.

The following graphic shows how much the street lighting and the solar PV installations will contribute respectively to the 10% target of Option A.

Figure 37: Contribution of EE and RE options to the FY2020 renewable energy target, Option A



FY2020 renewable energy action plan – Option B

Should Council decide to adopt a 25% reduction target for FY2020, then the following table forms the action plan that should be considered. The achievement of a 25% renewable energy target by FY2020 is likely to require the purchase of carbon offsets or green electricity, whether from accredited Green Power, RECs or other sources.

The costs and the quality of the offset or green energy sources should be evaluated by Council approaching the target year, and an appropriate procurement and evaluation process put in place to source them.

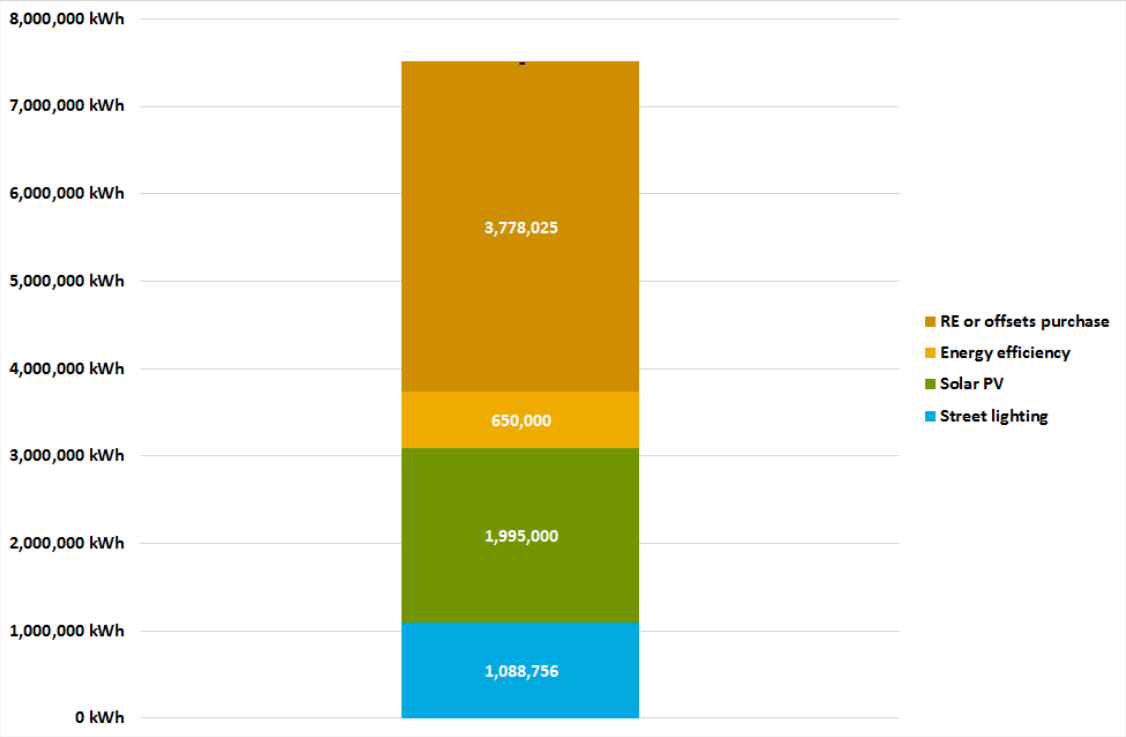
Table 23: FY2020 REERP Plan for CHCC consideration – 25% renewable energy (Option B)

Measure	Description	Financial metrics	Contrib. to target
Street lighting LED upgrade	All Council's street lighting can be upgraded to LED technology at the next planned bulk replacement in 2018.	• 4.17 year payback from expected added cost of $750,000, well within expected life of LEDs. • NPV $3,423,008 for LED compared with HPS.	1,088,756 kWh
Solar PV (behind the meter)	Implement 1,331 kW of solar PV at Council sites, using supply-install-own and PPA procurement approaches as appropriate.	Implementation will be a combination of supply-install-own and PPA. Figures show 100% of each option. Supply-install-own: • Capital cost $2,213,000 • Annual savings $334,499 • 6.62 Year payback • NPV $838,056 & 12% IRR, PPA: • Pre-pay $220,000 • Annual savings $40,124 • 5.48 Year payback • NPV $200,981 & 19% IRR	1,995,000 kWh
Energy efficiency	Identify and implement EE opportunities with payback to 6 years. Initial focus on lighting and optimisation of HVAC systems.	• Capital cost $700,000 • Annual savings $135,000 • 5.2 year payback	650,000 kWh
Renewable energy purchase or offsets	Purchase renewable energy and/or offsets to meet a shortfall in RE savings compared with target	Cost will depend on source of renewable energy or offsets purchased. For e.g. • Offset 34% of fleet fuel at $10/offset = $9,500 approx. • Purchase 3,778 MWh of GreenPower = $190,000 approx.	3,778,025 kWh

The number of offsets or green energy required to sustain renewable energy at the target level may need to be adjusted from year to year, to match the FY2020 target level until the following milestone in FY2025.

The following graphic shows how much the energy efficiency and renewable energy options will contribute respectively to the 25% target of Option B.

Figure 38: Contribution of EE and RE options to the FY2020 renewable energy target, Option B



The difference between option A and option B is the additional implementation of energy efficiency opportunities and the purchase of renewable energy or offsets.

FY2020 carbon emissions action plan

The baseline (FY2010) greenhouse gas emissions and LFG performance of the England's Road landfill site is the key to achievement of Council's FY2020 target for greenhouse gas emissions reduction. The following table shows the REERP actions required for the 25% emissions reduction target.

Table 24: FY2020 REERP Plan for CHCC consideration – 25% emissions reduction

Measure	Description	Financial metrics	Contrib. to target
England's Road landfill	GHG reduction from flaring of legacy waste. Council should monitor emissions levels as part of REERP progression so that any potential shortfall is picked up and targets adjusted as necessary.	The financial aspects of LFG emissions reduction was not assessed as part of this plan development, as this is an established part of Council's waste management processes.	>100% of target Carbon reduction is indicated by forecasts
Street lighting LED upgrade	All Council's street lighting can be upgraded to LED technology at the next planned bulk replacement in 2018.	• 4.17 year payback from expected added cost of $750,000, well within expected life of LEDs. • NPV $3,423,008 for LED compared with HPS.	915 t CO_2-e
Solar PV (behind the meter)	Implement 1,331 kW of solar PV at Council sites, using supply-install-own and PPA procurement approaches as appropriate.	Implementation will be a combination of supply-install-own and PPA. Figures show 100% of each option. Supply-install-own: • Capital cost $2,213,000 • Annual savings $334,499 • 6.62 Year payback • NPV $838,056 & 12% IRR, PPA: • Pre-pay $220,000 • Annual savings $40,124 • 5.48 Year payback • NPV $200,981 & 19% IRR	Carbon benefits will depend on treatment of STCs
Energy efficiency	Identify and implement EE opportunities with payback up to 6 years. Initial focus on lighting and optimisation of HVAC systems.	• Capital cost $700,000 • Annual savings $135,000 • 5.2 year payback	546 t CO_2-e
Renewable energy or offset purchase	No shortfall is indicated, subject to ongoing monitoring of LFG emissions and savings from other actions.	Assumed zero offsets purchases, but this would be re-visited annually based on revised data if applicable.	0 t CO_2-e

In FY2020, the GHG reduction target will be easily achieved if the GHG reduction from flaring of the legacy waste goes according to plan. To make sure the carbon emissions related to the landfill decrease as projected, Council should monitor the emissions levels as part of REERP progression.

Should there be a shortfall, it can be picked up early and Council can then decide whether it wants to adjust the target or meet the shortfall with other measures.

The achievement of the target via LFG measures would provide Council with greater flexibility in its treatment of STCs (or LGCs) associated with the implementation of solar PV projects. Uncertainty in the landfill emissions estimates may reduce this flexibility or require Council to purchase offsets to meet its target.

7.2. FY2025 REERP Plan

FY2025 represents the second milestone year for Coffs Harbour City Council's carbon emissions and renewable energy targets. Re-capping the targets as assessed in Section 3:

Table 25: CHCC carbon emissions and renewable energy targets to FY2025

FY2025 TARGETS		
Carbon	Target carbon emissions reduction in %	50% reduction from baseline FY2010
	Projected BAU carbon emissions in FY25	27,209 t CO_2-e
	Target carbon emissions level in FY25	21,778 t CO_2-e
	CHCC to reduce carbon emissions by:	**5,432 t CO_2-e**
Renewables	Target % renewable energy	50% of BAU
	Projected BAU energy use in FY25	34,543,278 kWh
	Target renewable energy in FY25	17,271,639 kWh
	Projected BAU renewable energy in FY25	521,780 kWh
	CHCC to increase renewable energy by:	**16,749,858 kWh**

It is recommended that, as a minimum, Council fully implements the identified potential for rooftop solar PV, street lighting LED upgrade, and continues to implement energy efficiency improvements.

Assuming achievement of these savings, the level of new renewable energy required for the FY2025 target will be 12,336 MWh. Self-generation with solar PV on Council-owned land, or the purchase of renewable energy generation or offsets are the two main options available to meet the FY2025 target.

As highlighted in the area charts above, for the purpose of this plan it is assumed that a large scale solar PV plant will be developed over the FY2021-25 period to meet this target. However the exact measures to be implemented will be refined by Council over time.

FY2025 renewable energy action plan

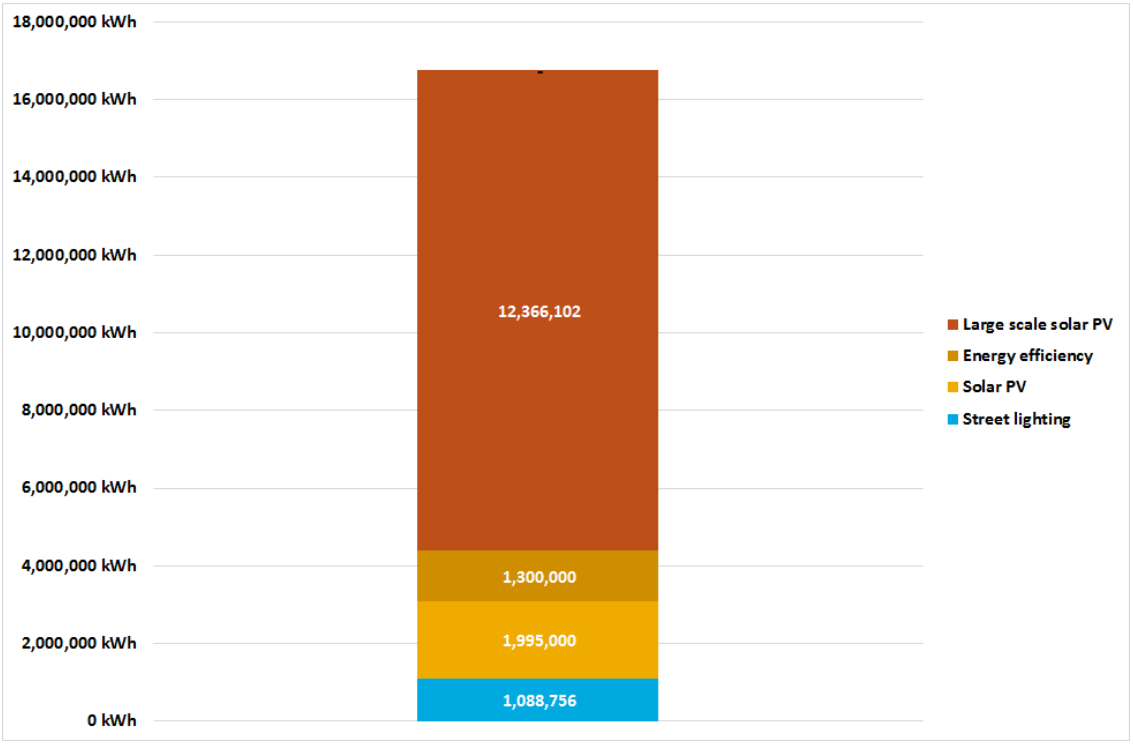
The following FY2025 REERP action plans should be considered.

Table 26: FY2025 REERP Plan for CHCC consideration – 50% renewable energy

Measure	Description	Financial metrics	Contrib. to target
Street lighting LED upgrade	• As per the FY2020 25% Plan excepting RE / offset purchases (any un-implemented actions / sites to be completed within the FY2025 timeframe)		1,088,756 kWh
Solar PV (behind the meter)			1,995,000 kWh
Energy efficiency			650,000 kWh
Energy efficiency (new)	Identify and implement EE opportunities on a continuous improvement basis. In particular ensuring that specification / procurement of all replacement HVAC, power / appliances and motors maximise energy efficiency. Over the target period it is possible that a similar level of savings as for FY2020 can be achieved.	It is likely that efficiency gains will arise at end-of-life replacement, assuming that most cost-effective lighting and BMS/HVAC opportunities are implemented in the FY2020 target period.	650,000 kWh
Large-scale solar	Development of 8.244 MW of solar PV projects on Council-owned land between FY2020 and FY2025 that can meet Council's renewable energy goals.	• LCOE of $90/MWh based on ARENA projections of average PV costs • Capital cost likely to be in the order of $10.7 million (FY2016, PV costs are continuing to decline and may be lower than this in the period FY2020-FY2025).	12,336,102 kWh
Renewable energy purchase or offsets	**1. FY2020 to FY2024** Level of RE / offset purchases depends on Council's confirmed approach. With a 10% RE target in FY2020, and assuming this target persists to FY2024 it is possible that zero RE / offset purchases will be required. A 25% target will require RE / offset purchases in all years from FY2020 to FY2024 in order to sustain this target achievement, or until identified large solar PV projects are developed. Any shortfall in measured RE compared with targets should be met via RE / offset purchases as necessary. **2. FY2025** Nil RE / offset purchases are required if the above energy efficiency and solar PV targets are met. The level of achieved renewable energy should be reviewed by Council on an ongoing basis to determine if offset / RE purchases are necessary. Council should also review whether cost effective green energy or offset procurement is available when compared with self-generation.	Costs will depend on the level of RE / offset purchases required, if any.	NA

The following graphic shows how much the various energy efficiency and renewable energy options will contribute respectively to the 50% target.

Figure 39: Contribution of EE and RE options to the FY2025 renewable energy target



In 2025, the biggest contribution will come from large scale solar PV. In FY2025, there will be no need to purchase additional renewable energy or carbon offsets, if the energy efficiency and solar PV options are all implemented.

FY2025 carbon emissions action plan

Table 27: FY2025 REERP Plan for CHCC consideration – 50% carbon emissions reduction

Measure	Description	Financial metrics	Contrib. to target
England's Road landfill	GHG emissions reduction over time from flaring of legacy waste and target of zero organics to landfill. Council should monitor and capture emissions levels as part of REERP progression so that any potential shortfall is picked up and targets adjusted as necessary.	The financial aspects of LFG emissions reduction was not assessed as part of this plan development, as this is an established part of Council's waste management processes.	Projections for LF include GHG reduction, so the shortfall for other actions is 5,432 t CO_2-e
Solar PV (behind the meter)	• As per the FY2020 Plan excepting RE / offset purchases (any un-implemented actions / sites to be completed within the FY2025 timeframe)		Carbon benefits will depend on treatment of STCs
Energy efficiency	• As per the FY2020 Plan excepting RE / offset purchases (any un-implemented actions / sites to be completed within the FY2025 timeframe)		546 t CO_2-e from EE plus 915 t CO_2-e from street lighting
Energy efficiency (new)	Identify and implement EE opportunities on a continuous improvement basis. In particular ensuring that specification / procurement of all replacement HVAC, power / appliances and motors maximised energy efficiency. Over the target period it is possible that a similar level of savings as for FY2020 can be achieved.	It is likely that efficiency gains will arise at end-of-life replacement, assuming that most cost-effective lighting and BMS/HVAC opportunities are implemented in the FY2020 target period.	546 t CO_2-e
Large-scale solar	Development of 8.244 MW of solar PV projects on Council-owned land between FY2020 and FY2025 that can meet Council's renewable energy goals.	• LCOE of $90/MWh based on ARENA projections of average PV costs • Capital cost likely to be in the order of $10.7 million (FY2016, PV costs are continuing to decline and may be lower than this in the period FY2020-FY2025).	CO_2-e benefits will depend on treatment of RECs. If LFG abatement meets or is lower than forecast it may be necessary to retire some RECs to meet any shortfall, as an alternative to purchasing offsets
Renewable energy purchase or offsets	Approximately 37% of the forecast GHG reduction target can be met by energy efficiency and upgrades to street lighting in the FY2020 REERP plan, assuming LFG projections are correct. IF all RECs from solar projects are sold there will be a shortfall at FY2025 that needs to be met via offset purchases.	• Purchase of 3,425 offsets at $10/offset would = $34,250.	Up to 3,425 t CO_2-e

7.3. FY2030 REERP Plan

FY2030 represents the third and final milestone year for Coffs Harbour City Council's renewable energy target. Re-capping the targets as assessed in Section 3:

Table 28: CHCC CO_2-e and renewable energy targets to FY2030

FY2030 TARGETS		
Carbon	Target carbon emissions reduction in %	50% reduction from baseline FY2010
	Projected BAU carbon emissions in FY30	29,849 t CO_2-e
	Target carbon emissions level in FY30	21,778 t CO_2-e
	CHCC to reduce carbon emissions by:	**8,071 t CO_2-e**
Renewables	Target % renewable energy	100%
	Projected BAU energy use in FY30	37,183,964 kWh
	Target renewable energy in FY30	37,183,964 kWh
	Projected BAU renewable energy in FY30	533,149 kWh
	CHCC to increase renewable energy by:	**36,650,815 kWh**
	*RE required **additional** to FY2025 50% target*	*19,900,957 kWh*

At the end of the target period fuel usage for the fleet is projected to be 12,776 MWh, which assumes that growth has been 1.5% per year and no new savings measures have been adopted. It is recommended that the FY2030 plan seeks to offset fuel use from fossil sources. The offset target can be reduced by using higher biofuel blends, increasing the fuel efficiency, decreasing the fleet size or electrification.

The remaining renewable energy target will be 7,125 MWh per year. Continuing energy efficiency improvements can supply some of this target, with additional self-generation from solar PV, waste-to-energy and/or renewable energy purchasing supplying the remainder. For the purposes of this plan it is assumed that self-generation from PV on Council-owned land has been maximised by FY2025. Waste-to-energy generation potential is included, with a small amount of RE purchasing making up the remaining part of the 100% target.

Other scenarios, including generation of additional PV on Council-owned sites, direct purchase of renewable energy from other developments, and the increase of renewable energy for fleet fuel, are possible, and future revisions to the REERP should more comprehensively evaluate these options.

For the purposes of the current REERP, the following FY2030 REERP action plan is suggested.

FY2030 renewable energy action plan

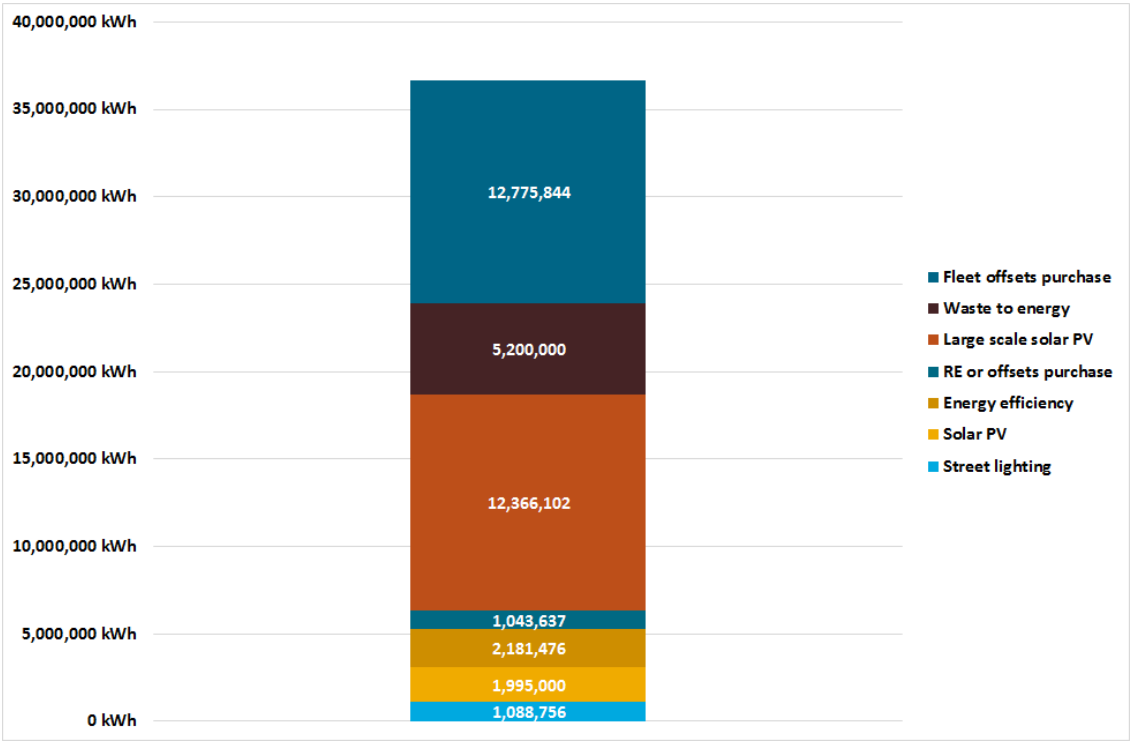
The following FY2030 REERP action plans should be considered.

Table 29: FY2030 REERP Plan for CHCC consideration – 100% renewable energy

Measure	Description	Financial metrics	Contrib. to target
Previous measures	• Implementation of all other measures included in FY2020 and FY2025 plans		16,749,858 kWh
Energy efficiency (new)	Identify and implement EE opportunities on a continuous improvement basis. In particular ensuring that specification / procurement of all replacement HVAC, power / appliances and motors maximised energy efficiency. Over the target period it is possible that remaining estimated EE capacity can be implemented.	Not evaluated as part of this work. At this time it is likely that efficiency gains will arise at end-of-life replacement, assuming that most cost-effective lighting and BMS/HVAC opportunities are implemented in the FY2020 target period.	881,476 kWh
Waste-to-energy	Waste-to-energy from a biochar and 700-750 kW renewable energy generation facility, subject to technology and cost improvements, and financial performance compared with other waste treatment options. This options would be compared with solar PV and RE or offset purchasing.	Not evaluated as part of this work	5,200,000 kWh
Purchase of fuel offsets	It is assumed that fuel use will be offset to meet FY2030 targets.	Not evaluated as part of this work	12,775,844 kWh (100% of projected fuel use in FY2030)
Renewable energy purchase	Remaining target can be met via the purchase of RE	Not evaluated as part of this work	1,043,667 kWh

The following graphic shows how much the various energy efficiency and renewable energy options will contribute to the 100% target:

Figure 40: Contribution of EE and RE options to the FY2030 renewable energy target



In 2030, all of CHCC's energy consumption has to be balanced with renewable energy. The two biggest contributors to the 100% solution will come from the large scale solar power plant and through the purchase of fleet offsets. If the fleet energy consumption can be reduced by efficiency measures then fewer offsets will need to be purchased. It is possible that in FY2030, parts of the fleet will be electrified. To make the fleet fully renewable, the electricity would need to come from renewable energy sources.

FY2030 carbon emissions action plan

The following table shows the actions needed in FY2030 to maintain the carbon reduction target of 50% of the FY2010 baseline.

Table 30: FY2030 REERP Plan for CHCC consideration – 50% carbon emissions reduction

Measure	Description	Financial metrics	Contrib. to target
England's Road landfill	GHG emissions reduction over time from flaring of legacy waste and target of zero organics to landfill. Council should monitor and capture emissions levels as part of REERP progression so that any potential shortfall is picked up and targets adjusted as necessary.	The financial aspects of LFG emissions reduction was not assessed as part of this plan development, as this is an established part of Council's waste management processes.	Projections for LF include GHG reduction, so the shortfall for other actions is 8,071 t CO_2-e
Energy efficiency	• Abatement resulting from EE and street lighting in FY2020 and FY2025 plan periods		2,007 t CO_2-e
Energy efficiency (new)	Identify and implement EE opportunities on a continuous improvement basis. In particular ensuring that specification / procurement of all replacement HVAC, power / appliances and motors maximised energy efficiency. Over the target period it is possible that a similar level of savings as for FY2020 can be achieved.	Not evaluated as part of this work	740 t CO_2-e
Purchase of fuel offsets	It is assumed that fuel use will be offset to meet FY2030 targets.	Not evaluated as part of this work	3,224 t CO_2-e
Solar PV	• Abatement resulting from rooftop and large-scale solar PV in FY2020 and FY2025 plan periods		Carbon benefits will depend on treatment of RECs (STCs and LGCs), if applicable by this time.
Waste-to-energy	Waste-to-energy from a biochar and 700-750 kW renewable energy generation facility, subject to technology and cost improvements, and financial performance compared with other waste treatment options. This options would be compared with solar PV and RE or offset purchasing.	Not evaluated as part of this work	Carbon benefits will depend on treatment of RECs (STCs and LGCs), if applicable by this time.
Renewable energy purchase or offsets	Remaining target can be met via the purchase of RE and/or offsets. If RE purchases (Table 29) are made to meet a RE target shortfall this will equate to 800-900 t CO_2-e of abatement. The additional RE / offset purchase requirement will be approximately 1,100-1,200 t CO_2-e	Not evaluated as part of this work	Up to 2,100 t CO_2-e

Sustainable Business Consulting

APPENDICES

A. Summary of EE and RE technologies considered

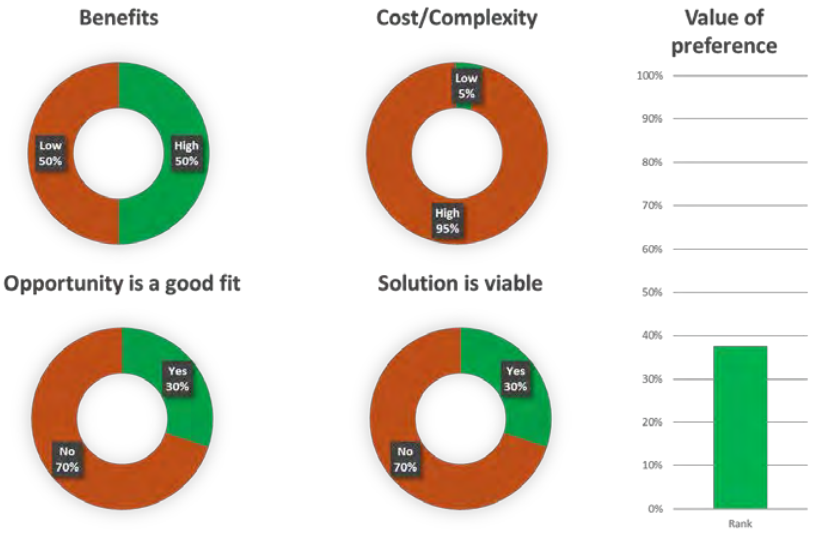
The following tables summarises the EE and RE options that were considered and excluded or included during the stakeholder engagement workshops.

Table 31: Tables summarising the prioritised options

Hot rocks geothermal	EXCLUDE
Benefits and co-benefits of the solution	100% low
Cost and complexity of the solution	100% high
Is the technology a good fit for Council	100% no
Is the solution viable	100% no
Summary of comments	Nil
Number of Investment dots	0
To include / exclude?	**Exclude**

Bioenergy – landfill gas	EXCLUDE NOW	POTENTIALLY INCLUDE IN THE FUTURE
Benefits and co-benefits of the solution	90% low, 10% high	
Cost and complexity of the solution	100% high	
Is the technology a good fit for Council	70% no, 30% yes	
Is the solution viable	100% no	
Summary of comments	Should be considered in future landfill plans	
Number of Investment dots	0	
To include / exclude?	**Low level inclusion**	

Marine energy	INCLUDE
Benefits and co-benefits of the solution	50% low, 50% high
Cost and complexity of the solution	95% high, 5% low
Is the technology a good fit for Council	50% yes, 50% no
Is the solution viable	30% yes, 70% no
Summary of comments	Long term possibility Worth investigating Wave should be considered for post-2030 because it could be a potential 24 hour power source with tech improvements The harbour has a seichig mechanism which generates long wave energy. Council is currently measuring this energy – possible trial to harness this energy Contact Malcom Robertson if you are interested in this data Current/tide - East coast current off Coffs, Park Beach, Muttonbird Island
Number of Investment dots	7
To include / exclude?	**Include – investigate trial, technology situation and forward developments**

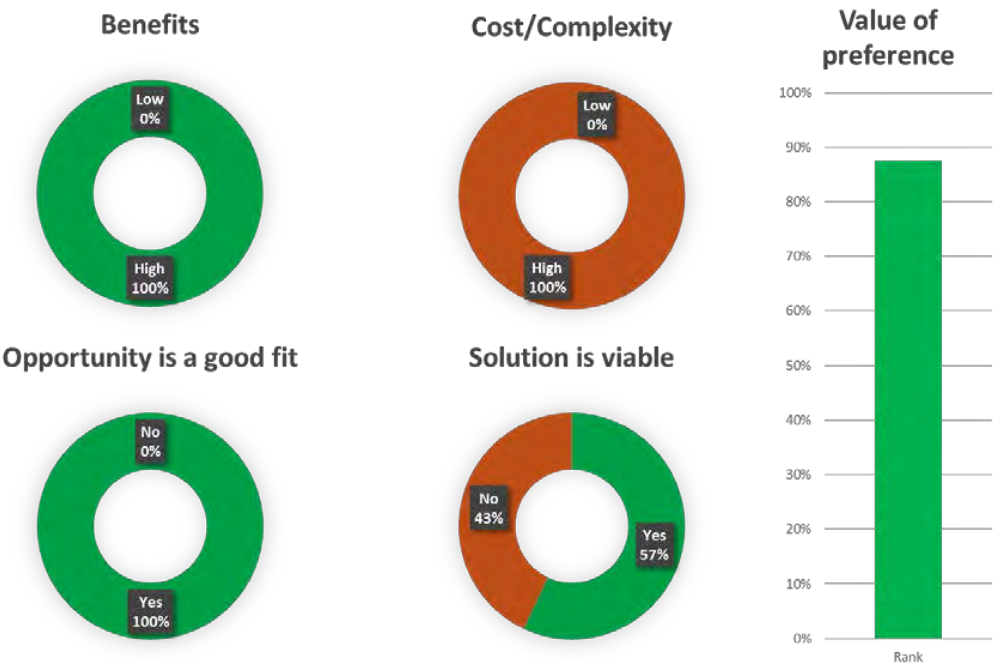


Purchase Green Power or RECs	INCLUDE
Benefits and co-benefits of the solution	20% low, 80% high
Cost and complexity of the solution	50% low, 50% high
Is the technology a good fit for Council	50% yes, 50% no
Is the solution viable	60% yes, 40% no
Summary of comments	Green Power costs may drop with time Buy Green Power as a last option once EE + RE done
Number of Investment dots	8
To include / exclude?	Include, focus on future $/MWh for Green Power

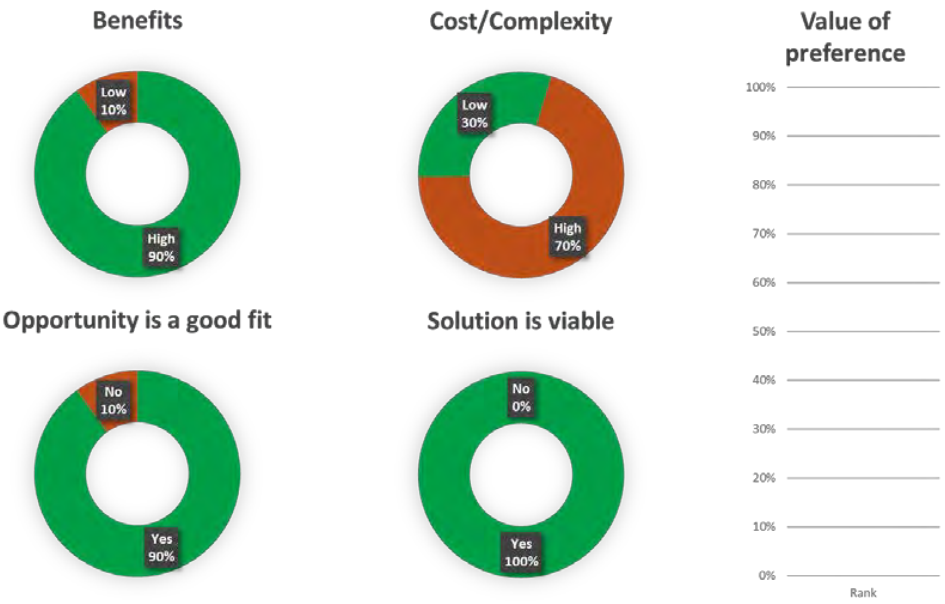


Large scale solar PV or CST plant	INCLUDE

Large scale solar PV or CST plant	INCLUDE
Benefits and co-benefits of the solution	100% high
Cost and complexity of the solution	100% high
Is the technology a good fit for Council	100% yes
Is the solution viable	57% no, 43% maybe
Summary of comments	When it becomes feasible – VNM, financially viable Community owned solar power?
Number of Investment dots	28
To include / exclude?	Include

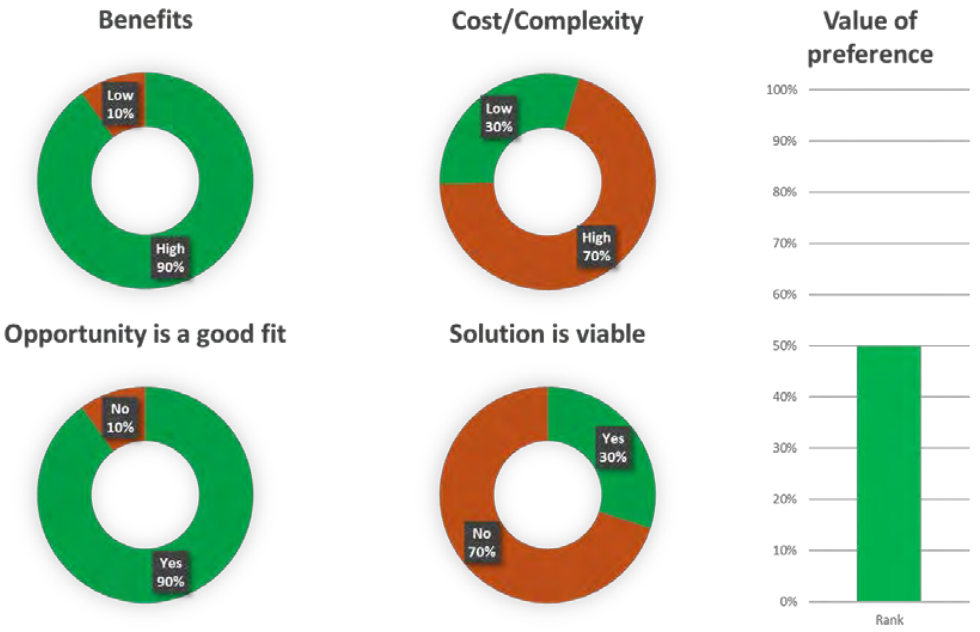


Biomass to energy	INCLUDE, post 2027
Benefits and co-benefits of the solution	10% low, 90% high
Cost and complexity of the solution	30% low, 70% high
Is the technology a good fit for Council	90% yes, 10% no
Is the solution viable	100% yes
Summary of comments	Acceptability by community? Divert green waste to generate power Biochar good! Waste biomass currently composted – contracted for another 10 years. Could look at waste to energy after that. Need to consider biomass as electricity would have higher value than compost / soil conditioner
Number of Investment dots	4
To include / exclude?	Include but as a post-2027 technology



Biogas generation at WRP/STP	EXCLUDE
Benefits and co-benefits of the solution	100% low
Cost and complexity of the solution	10% low, 90% high
Is the technology a good fit for Council	100% no
Is the solution viable	100% no
Summary of comments	Nil
Number of Investment dots	0
To include / exclude?	Exclude

Micro-hydro generation	INCLUDE
Benefits and co-benefits of the solution	100% low
Cost and complexity of the solution	40% low, 60% high
Is the technology a good fit for Council	50% yes, 50% no
Is the solution viable	30% yes, 70% no
Summary of comments	Buy Nymboida power station $10m No sites suitable Dorrigo Chamber of Commerce received a NSW Government Community Energy Grant to investigate micro-hydro in Dorrigo Shannon Creek Dam – option to install on inlet pipe, was not viable Microturbines proposed for water network but unviable due to short duration? Possible reactivation of Nymboida hydro power station $10m Dorrigo micro hydro scheme. Recently in newspaper. Red Hill reservoir micro hydro – investigation report by Paul Spake (?)
Number of Investment dots	9
To include / exclude?	Include – main focus to gather relevant investigation information



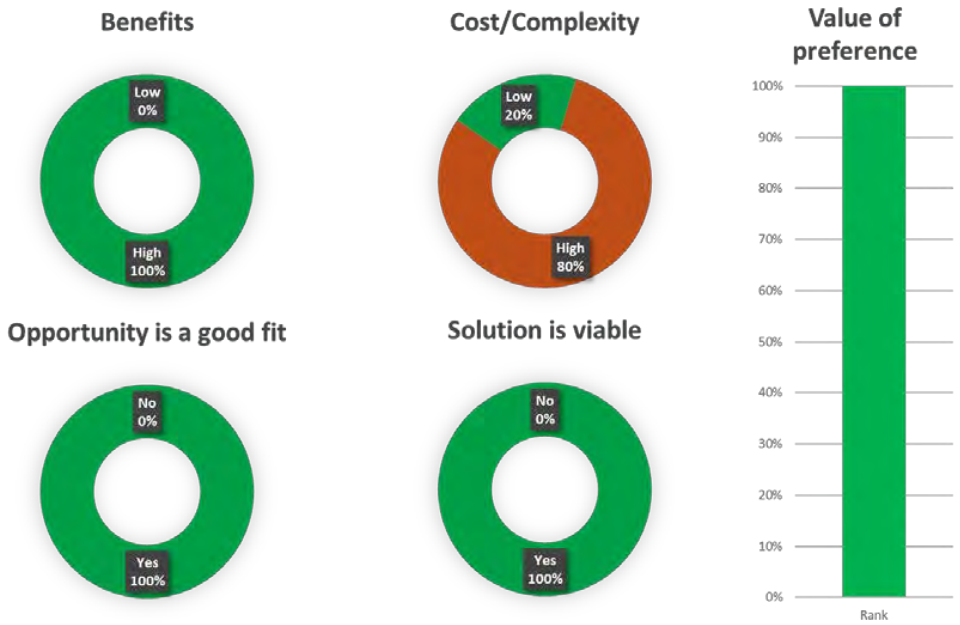
Solar PV (plus storage)	INCLUDE
Benefits and co-benefits of the solution	100% high
Cost and complexity of the solution	100% low
Is the technology a good fit for Council	100% yes
Is the solution viable	100% yes
Summary of comments	Water base solar PV installations – e.g. Jamestown. 57% more power than land based installations. Wait until better panels are available.
Number of Investment dots	33
To include / exclude?	Yes



Solar PV for public lights	INCLUDE
Benefits and co-benefits of the solution	20% low, 80% high
Cost and complexity of the solution	100% low
Is the technology a good fit for Council	90% yes, 10% no
Is the solution viable	90% yes, 10% no
Summary of comments	Stadium lights – big savings could be made Visual impacts! Solar photovoltaic paths, cycle ways and roads?? These are being developed overseas – probably too expensive now, but an idea for the future Better bang for $?
Number of Investment dots	11
To include / exclude?	Yes, esp. Holiday Parks

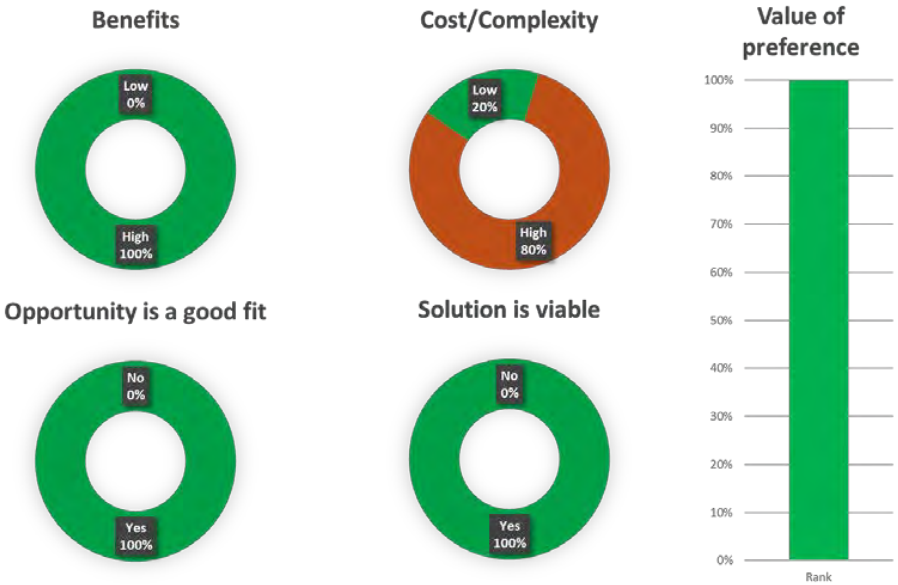


Energy efficient street lights	INCLUDE



Wind	EXCLUDE, BUT MONITOR MARKET DEVELOPMENTS
Benefits and co-benefits of the solution	Wind
Cost and complexity of the solution	100% low
Is the technology a good fit for Council	100% high
Is the solution viable	90% no, 10% high
Summary of comments	100% no
Number of Investment dots	Not enough wind – ignore New technology re pressurised air storage to turn turbines when no wind may make this viable in future
To include / exclude?	3
	Limited focus but investigate emerging technologies for low wind resource

Energy Efficiency	INCLUDE
Benefits and co-benefits of the solution	100% high
Cost and complexity of the solution	20% low, 80% high
Is the technology a good fit for Council	100% yes
Is the solution viable	100% yes
Summary of comments	Research project ongoing optimisation of VSD set point, Ongoing replacement of DOL drives, Operations to investigate more (network tariff optimisation), Investigate LEDS right across Council properties, A/C turn on at 6am to cool / heat buildings then turn off in peak e.g. 7-9. Sewage pump stations – contestable site ~10. Pump down well contents prior to 7am (peak) and store well contents prior to 10pm (off peak) then pump down. Including energy efficiency into asset renewal: Asset Management System, Contract Management, and Procurement. Use small solar panel to charge vehicle battery. Eliminate alternator, useful for start/stop ops, short runs, and possible 15% fuel savings. Energy efficiency is also cost effective for the community and so Council sets realistic examples for what the community can do (as opposed to renewables which not everyone can afford). Asset owners take interest.
Number of Investment dots	41
To include / exclude?	Yes



Solar hot water	INCLUDE
Benefits and co-benefits of the solution	50% low, 50% high
Cost and complexity of the solution	100% low
Is the technology a good fit for Council	100% yes
Is the solution viable	100% yes
Summary of comments	Swimming pools, Holiday parks. Gas boosters becoming less cost effective due to rising gas prices – should solar PV be used for boosting (with batteries)?
Number of Investment dots	6
To include / exclude?	Include but mostly implemented?



B. Stakeholder engagement workshop #1

The first stakeholder engagement workshop was held on 4 June 2015, from 1pm to 4pm, with the following participants:

Executive	Chris Chapman, Director, Sustainable Communities
	Allan Hindmarsh, Acting Director Sustainable Infrastructure
	Andrew Beswick, Director Business Services
Fleet	Wendy Sharpe, Coordinator Plant Administration
	David Robertson, Plant Coordinator
Procurement	Nigel Mawby, Strategic Procurement Officer
Strategic Asset Mgt	Glenn O'Grady, Section Leader Asset Planning and Projects
Infrastructure Cstr & Maint.	Allan Hindmarsh, GL
Holiday Park	Sean Hone, Manager Operations
Street Lighting	Absent (Robert Fletcher away until 15/6/2015)
Sports	Leanne Coad, Section Leader Stadium & Major events
Airport	Dennis Martin, Manager
Water and Sewer	Ty Cook, Strategic Planning Engineer Water
	Neil Sutton, Team Leader Water
	Hubert Murray, SL Infrastructure Maintenance Water & Sewer
Telecoms and New Tech.	Andrew Sales, Manager
Environment	Malcolm Robertson, Coastal Engineer
	Erika van Schellebeck, Sustainability Officer Corporate
Planning	Sharon Smith, Section Leader Local Planning

Apologies were received from:

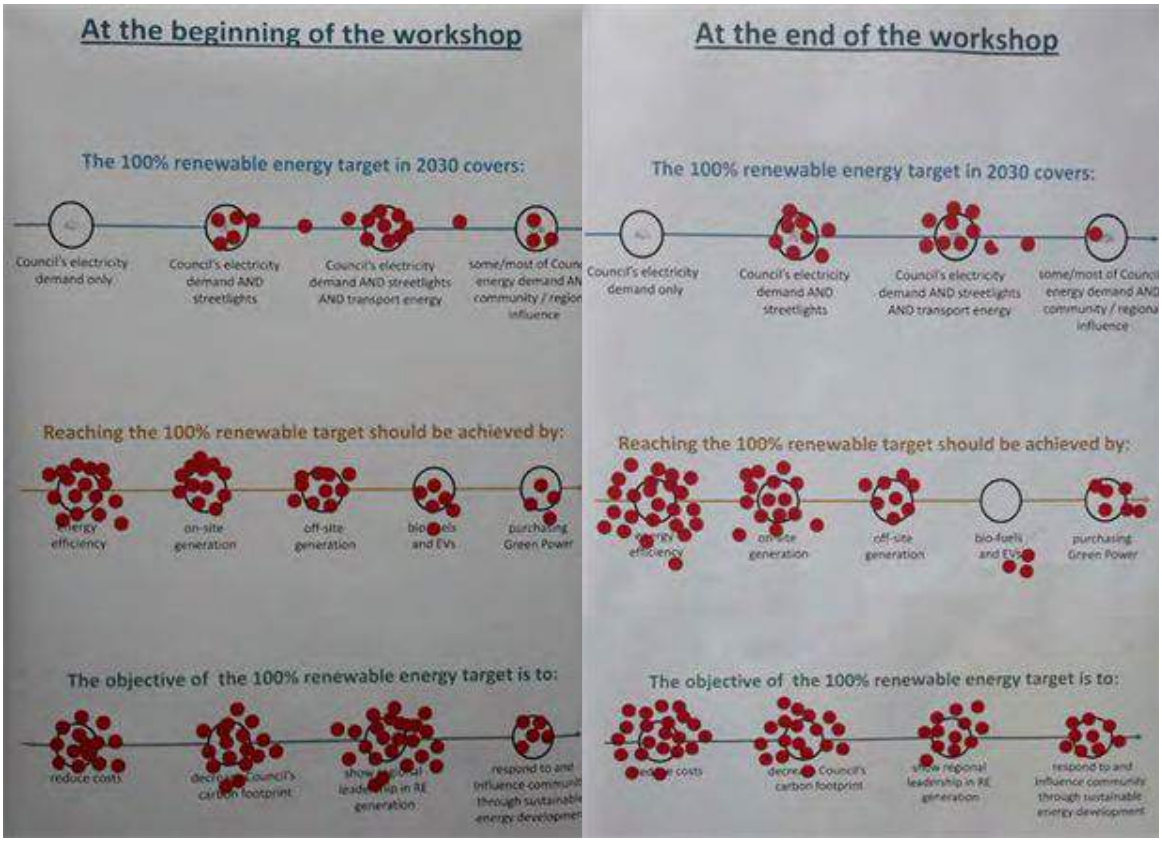
Finance	Mark Griffoen, Group Leader Finance
Strategic Asset Mgt	Michael Herraman, Group Leader Strategic Asset Management
Facilities Management	Steve Williams, Property Manager
Waste	Paul Shepherd, Team Leader Waste
Holiday Parks	Jason Bailey, Manager

Defining the goal

The workshop started with CHCC's goal of becoming 100% renewable by 2030, along with the carbon reduction step targets of a 25% reduction by 2020 and a 50% reduction by 2025 from the FY09/10 baseline. This goal was compared to the targets of other jurisdictions, most notably Lismore Council's 100% renewable by 2023, as well as Uralla's plans to be the first zero net energy town in Australia and Byron Bay's plans of net zero emissions within the next 10 years.

The participants were asked to define what the target of 100% renewable means. There were four options on a sliding scale. Most people wanted the target to include Council's electricity needs as well as street lighting. A high percentage of the group wants to see the renewable target cover both Council's total electricity needs plus the transport energy (Council's fleet). This sentiment did not change at the end of the workshop, which can be seen in the pictures below.

Figure 41: Defining what the target of 100% renewable means for CHCC



When it came to how the 100% renewable target could be achieved, workshop participants were happy for a variety of options to be considered, which ranged from energy efficiency, on-site and off-site generation, to biofuels/EVs and purchasing Green Power.

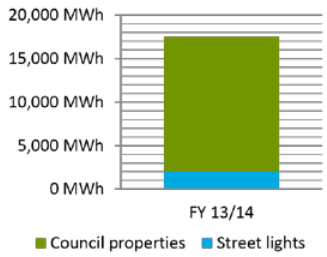
Workshop participants felt that the objective of the 100% renewable target was to reduce costs, decrease the carbon footprint, show regional leadership and to respond to and influence community through sustainable energy development.

Following on from the group's preference **it is concluded that the renewable energy target should include all stationary energy, as well as transport energy sources.**

GHG emissions and energy consumption analysis

After the target was defined, the GHG emissions and energy consumption situation was analysed. In FY13/14 Coffs Harbour City Council consumed 17,526 MWh of electricity, with a total cost of over $4.26m. 2,022 MWh were consumed by street lights (owned by Essential Energy) and 15,504 MWh were consumed by Council-owned properties.

Figure 42: CHCC's electricity consumption in FY13/14



If this consumption was compared to the typical energy consumption of a four person household in Coffs Harbour it would equal about 2,500 households. The charts below show the main electricity users in FY13/14, with the first excluding, and the second including street lights.

Figure 43: Major electricity users in FY13/14 by asset category, excluding street lights

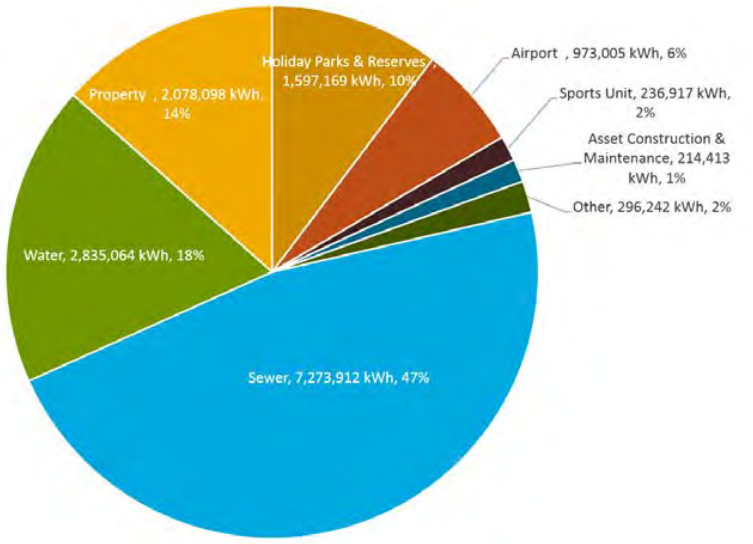
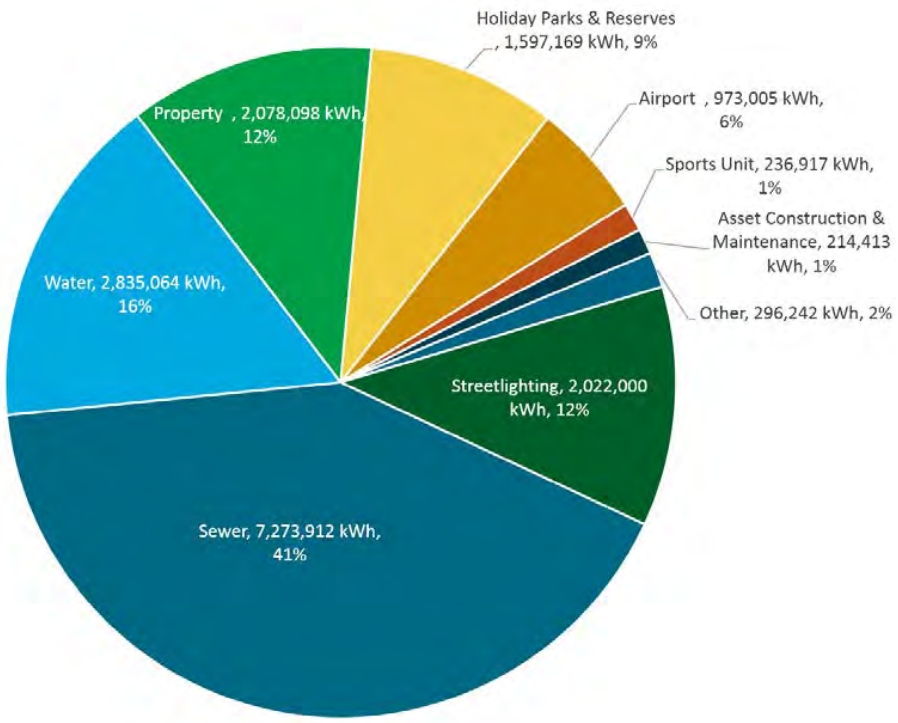


Figure 44: Major electricity users in FY13/14 by asset category, including street lights



The charts highlight that sewer and water assets, followed by properties, street lighting, holiday parks and the airport are the biggest electricity consumers at Council.

Since there are also step targets for greenhouse gas reduction (and not just renewable energy), the group then analysed Council's carbon footprint. Emission sources that are included in calculations going forward are the following:

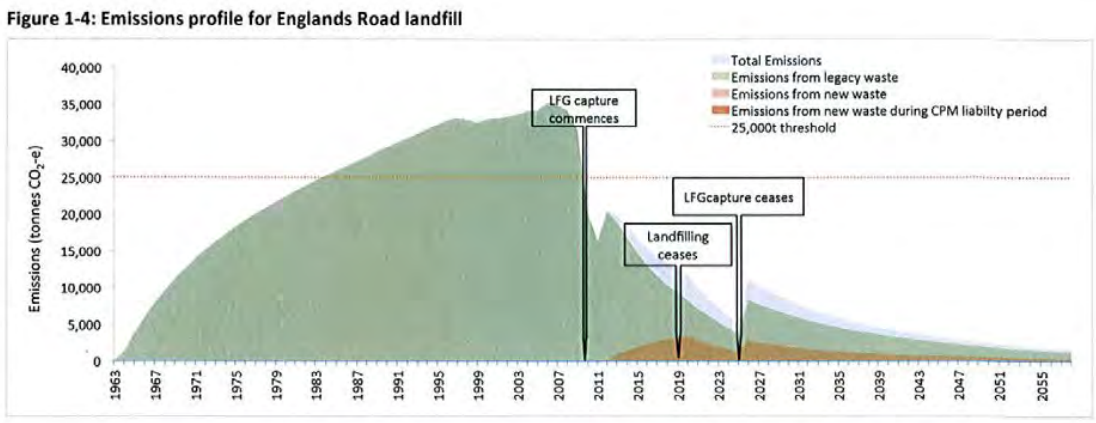
Table 32: Council's carbon footprint - included emission sources

Scope	Emission Source
1	**Organisational fleet** (diesel, petrol, E10)
2	**Electricity** (assets, water and sewer)
3	**Street lighting** **Third-party managed assets**, which are included in council's contestable sites. This includes three swimming pools and several community centres.

Refrigerants, oil & lubricants, methane emissions from STPs, employee travel, organisational waste, assets managed by third party not on council's contestable sites list, contractor emissions and other supply chain emissions are not included.

Emissions from the England's Road landfill (and any potential new landfill in the future) are also not included. The emissions of this landfill site are expected to decrease over time, as less and less organic material is being added to the landfill site. This is demonstrated in the following graphic.

Figure 45: Emissions from the England's Road landfill[24]



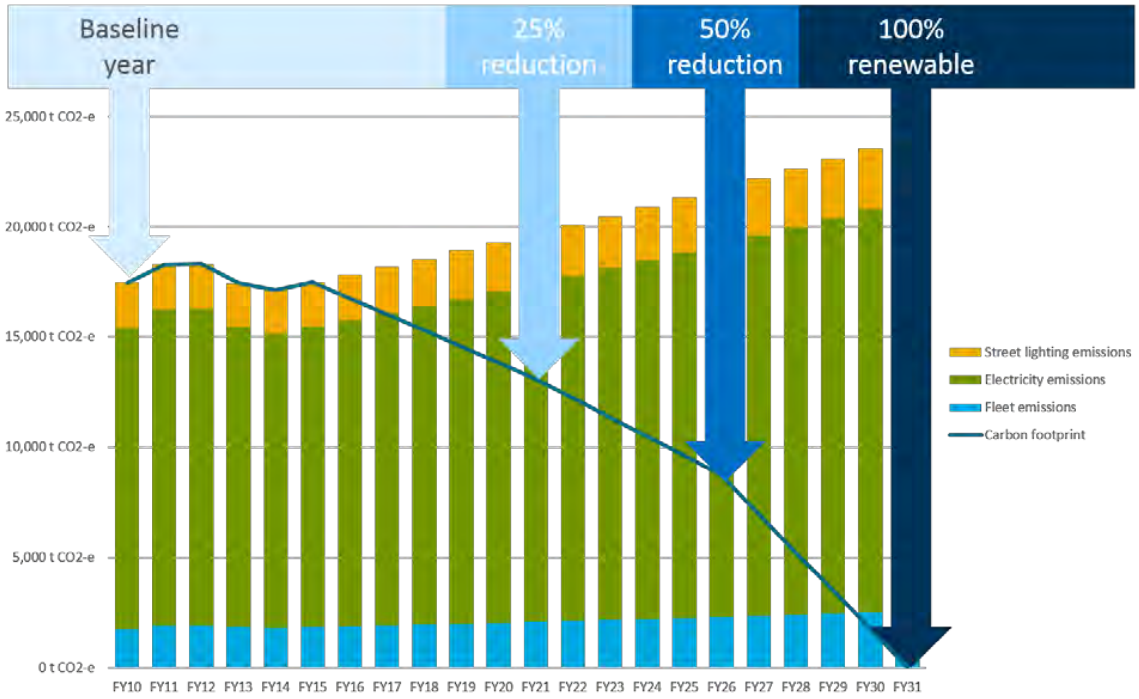
Business-as-usual projections and meeting the targets

Population growth will most likely affect energy use, and thus the carbon footprint For instance, more land sub-divisions for housing means more street lighting, water and waste water services, more Council staff to meet the needs of additional residents and greater use of recreation facilities. Thus, if CHCC's operations were to grow at a rate of 2% year on year, the carbon footprint would likely increase at a similar rate, with other factors remaining equal. In FY30/31 the carbon footprint could be as high as 24,000 t CO_2-e in the absence of any reduction actions.

The step targets for the carbon reduction are calculated from the selected baseline year of FY09/10. As is shown in the next figure, a 25% reduction in the carbon footprint in FY20/21 might translate to a real reduction of just under 7,000 t of CO_2-e. In FY25/26 the real reduction needed might be as much as 13,000 t of CO_2-e. This is also shown in the table that follows.

[24] Graphic taken from page 13 of *MIDWASTE Regional Waste Forum Carbon Pricing Mechanism and Council Landfill Review*, Mike Ritchie & Associates, 2012

Figure 46: Projecting the carbon footprint to 2030



The dark blue line represents the carbon reduction that needs to take place to meet the step and final targets in 2020, 2025 and 2030. The various bars represent the overall carbon footprint, which includes street lighting (yellow), electricity consumption (green) and fleet emissions (light blue).

Table 33: Carbon reduction needed to reach the 100% renewable target

Step targets	Total carbon footprint (excluding emissions from waste)	Equals a reduction of:
FY09/10	17,457	-
FY20/21	13,092	6,591
FY25/36	8,728	13,004
FY30/31	0	23,995

Potential energy efficiency, renewable energy and carbon reduction options

At the workshop, the following options for energy efficiency, renewable energy and carbon reduction were considered:

- Hot rocks geothermal
- Bioenergy – landfill gas
- Marine energy
- Green Power
- Large scale solar PV or CST plant
- Renewable energy generation through biomass
- Biogas generation at WRP/STP
- Micro-hydro generation
- Solar photovoltaic (plus storage)
- Solar PV for public lights
- Wind
- Energy efficiency
- Solar hot water

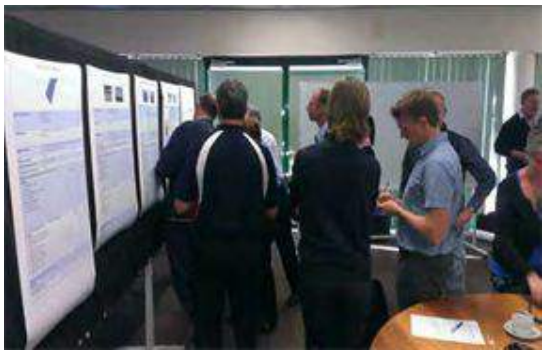
A summary of the renewable energy technologies that were considered can be found in appendix A.

Workshop participants engaged with the energy efficiency and renewable energy options by a mixture of listening to a presentation by Sustainable Business Consulting, and having group discussions at large posters fixed to the surrounding walls. The participants were asked to express how they felt about the benefits of the technology, as well as about the cost and barriers. They also had an opportunity to state their opinions on whether the technology was a good fit for Council and whether it was a viable option to pursue.

The following pictures show how the group workshopped the viable opportunities for Council:

Figure 47: Pictures from the stakeholder workshop



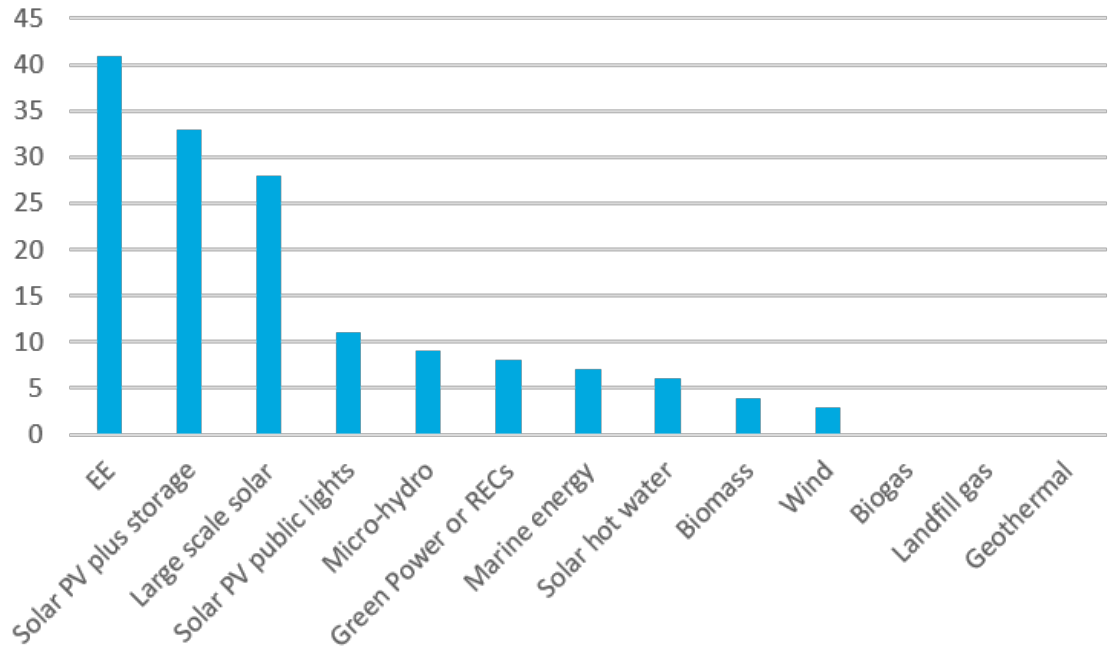


Looking at the number of investment dots that every option received, the following list of prioritised options emerges, in order of preference:

1. Energy Efficiency
2. Solar PV plus storage
3. Large scale solar PV or CST plant
4. Solar PV for public lights
5. Micro-hydro
6. Green Power or RECs
7. Marine energy
8. Solar hot water
9. Biomass
10. Wind

The following graphic visually displays the magnitude of preference:

Figure 48: Preferred energy efficiency, renewable energy and GHG reduction options



Stakeholder engagement workshop outcomes

The outcomes from the workshop were:

- That the renewable energy target should include stationary (Council assets plus street lighting) and transport energy (fleet)
- That energy efficiency should be a central part of the target
- That solar technologies are strongly preferred

Next steps

- More energy analysis and tariff reviews
- More detailed visits (July/August) – the site visits and street lighting assessment will cover more than 85% of Council's electricity use
- Assessment of the preferred options
  - Capacity and expected outcome
  - Siting
  - Delivery/financing options
  - Financial viability
  - Regulatory issues
  - Planning and approvals, network connection, agreements with retailers, treatment of Renewable Energy Certificates
  - Suggested staged timing
- Presentation of the developed options – August/September
- Finalisation of the REERP report – October and presentation to Councillors

C. Stakeholder engagement workshop #2

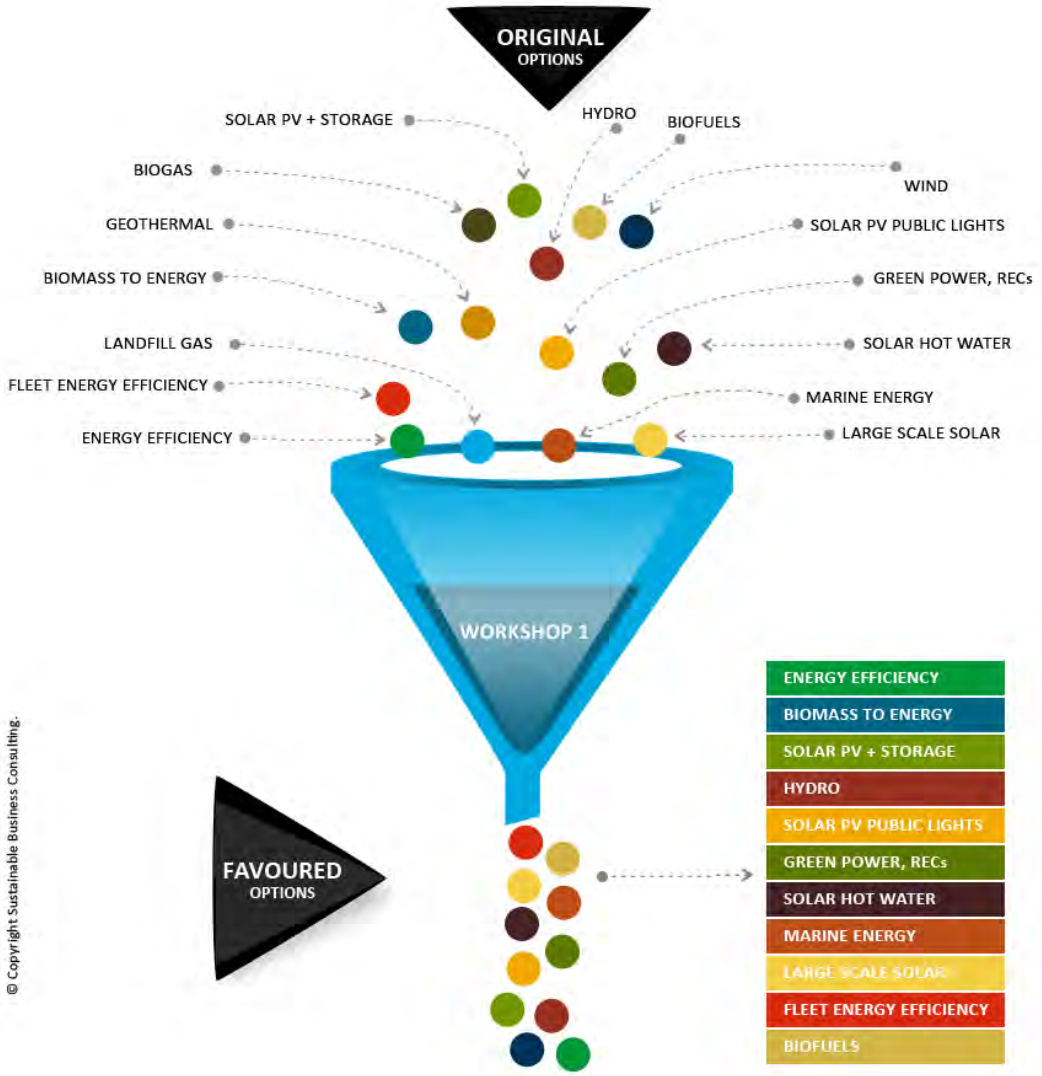
The stakeholder engagement workshop was held on 13 October 2015, from 2pm to 4:30pm, with the following participants:

Executive	Chris Chapman, Director, Sustainable Communities
Fleet	Wendy Sharpe, Coordinator Plant Administration
	David Robertson, Plant Coordinator
Strategic Asset Mgt	Michael Herraman, Group Leader Strategic Asset Management
Holiday Park	Sean Hone, Manager Operations
Street Lighting	Robert Fletcher, Senior Engineering Designer
Sports	Peta Furyk, Sports Administration Events Assistant
Water and Sewer	Ty Cook, Strategic Planning Engineer Water
	Neil Sutton, Team Leader Water
Telecoms and New Tech.	Andrew Sales, Manager
Environment	Malcolm Robertson, Coastal Engineer
	Kirsty Fikkers, Acting Sustainability Coordinator
Planning	Sharon Smith, Section Leader Local Planning
Com. & Cultural	Darren Thomson, SL Community Planning and Performance
Apologies were received from:	
Executive	Steve McGrath, General Manager
	Mick Raby, Director Sustainable Infrastructure
	Andrew Beswick, Director Business Services
Finance	Mark Griffoen, Group Leader Finance
Strategic Asset Mgt	Michael Herraman, Group Leader Strategic Asset Management
Facilities Management	Steve Williams, Property Manager
Waste	Paul Shepherd, Team Leader Waste
Holiday Parks	Jason Bailey, Manager
	Sean Hone, Manager Operations
Procurement	Nigel Mawby, Strategic Procurement Officer
	Peter Clarke, Coordinator Purchasing and Supply
Strategic Asset Mgt	Glenn O'Grady, Section Leader Asset Planning and Projects
Infrastructure Cstr & Maint.	Allan Hindmarsh, Group Leader
Sports	Nikki Greenwood, Group Leader City Prosperity
	Stephen Saunders, Section Leader Ind. & Destination Development
	Daniel Heather, Section Leader Stadium & Major Events
Airport	Dennis Martin, Manager
Water and Sewer	Hubert Murray, SL Infrastructure Maintenance Water & Sewer
	Piers Everitt, SL Mechanical/Electrical
Environment	Erika van Schellebeck, Sustainability Officer Corporate
Planning	Sharon Smith, Section Leader Local Planning
Com. & Cultural	Sian Nivison, Group Leader Community and Cultural Services
	Darren Thomson, SL Community Planning and Performance
	Enzo Accadia, Section Leader Community Programs

The purpose of the workshop was to confirm Sustainable Business Consulting's assumptions about the energy efficiency and renewable energy opportunities, reach decisions on the timing and contribution of each of the opportunities, and to revisit the targets.

The workshop started with recapping and discussing the outcomes of the previous workshop held in June 2015. Figure 1 shows how the original options in Workshop 1 were filtered down to the preferred opportunities.

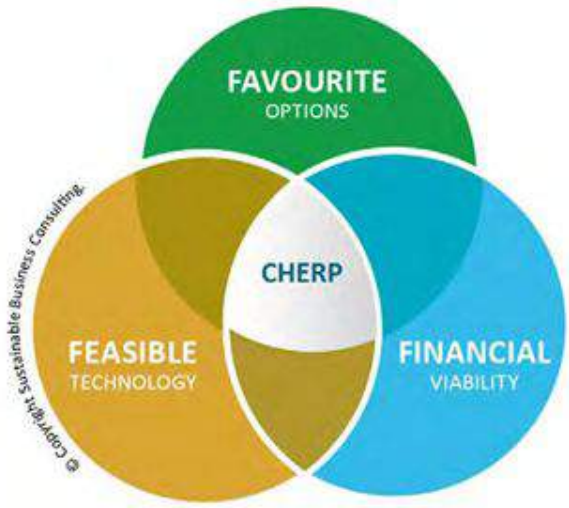
Figure 49: Getting from the initial options to the favoured options



This was followed by an explanation of how to find the best options for the REERP. Once it has been decided which opportunities are the preferred ones, it needs to be identified whether they are feasible and financially viable as can be seen in Figure 2. What followed was a detailed discussion of

each of the preferred options, as well as a number of opportunities for energy efficiency, solar hot water and public lights at Council sites.

Figure 50: Finding the best options for the REERP



To show how much each opportunity could contribute to the target, Lego blocks were used. One stack displayed the projected growth of the energy consumption and carbon emissions, the other stack (green) represented the amount of carbon and energy reduction needed to meet the interim and final targets. The third set of Lego blocks (green and blue) illustrated how much each energy efficiency and renewable energy options could feasibly contribute to the targets. This process is detailed in Figure 3 below.

Figure 51: Using Lego to demonstrate how much each opportunity could contribute to the targets



The workshop then proceeded with a discussion about Revolving Energy Funds, which is seen as a good vehicle by Council to deliver the energy efficiency and renewable energy oppourtunities. Examples of how other Councils have implemented such a fund were given (Penrith and Wingecarribee). Sustainable Business Consulting then handed out a worksheet/checklist on what needs to be considered when setting up a Revolving Energy Fund. The final part of the workshop was a discussion around setting up an Energy Team.

Workshop outcomes

After hearing about the limitations with hydro (Nymboida 5MW power station will be decommissioned) and marine energy (cost of electricity production too high), the group decided that these two options will be excluded from the REERP. Solar hot water was recognised as being a great renewable energy option, but the restraint with this opportunity was that it had already been taken up at all council sites where this was possible. With the current and future gas-powered instantaneous water heaters at the holiday parks, the additional capacity for solar hot water is extremely limited.

It was decided that Sustainable Business Consulting should analyse in depth the following energy efficiency and renewable energy options for inclusion in the REERP (refer to Figure 4):

1. Solar PV & Storage
2. Solar PV Public Lights
3. Energy efficiency (includes energy efficient street lighting)
4. Fleet energy efficiency
5. GreenPower, RECs
6. Large scale solar
7. Biofuels
8. Biomass to energy

With regards to the Revolving Energy Fund the group decided to investigate this further at Council and to get back to Sustainable Business Consulting, so that the details could be included in the REERP.

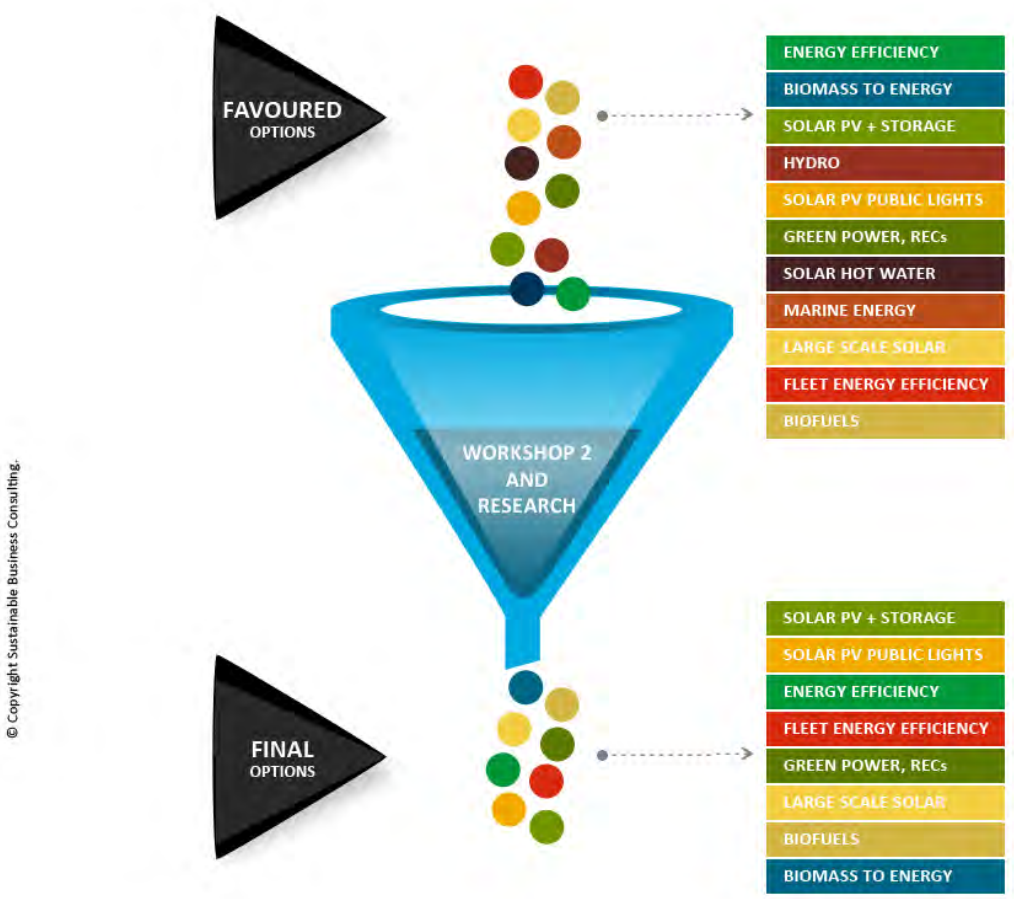
With regards to setting up an energy team, the group decided that the following stakeholders should form part of the team:

1. Finance
2. Sustainability
3. Property
4. Water and Sewer
5. Holiday Parks
6. Streetlighting
7. Technology Group

8. One person from the executive team
9. Fleet

It was decided that the charter of the Energy Team should be to implement the REERP.

Figure 52: Getting from the favoured options to the final options



Next steps:

The meeting concluded with the next steps being the in-depth analysis of how the final renewable energy and energy efficiency options could contribute to the targets, as well as to produce the final draft of the REERP.

D. Revolving energy fund worksheet and checklist

A Revolving Energy Fund (aka 'Green Revolving Fund' or 'Sustainability Revolving Fund') is an internal fund that provides financing to implement energy efficiency, renewable energy, and other sustainability projects that generate cost savings. These savings are tracked and used to replenish the fund for the next round of investments, thus establishing a sustainable funding cycle while cutting operating costs and reducing the environmental impact of an organisation.

Background work

- ☐ Find out how electricity bills are distributed and paid.
- ☐ Investigate how money is transferred internally.
- ☐ Determine stakeholders that contribute to decisions about facility, asset management & project finance.
- ☐ List of stakeholders that need to be consulted to build buy-in for the fund.

Pitching the fund

- ☐ Determine the basic structure.
- ☐ Create a mission, scope (operations, entire community), goals and objectives for the fund.
- ☐ Identify logistical, political, and financial barriers.
- ☐ Develop a strategy for overcoming these barriers.
- ☐ For the first few rounds of investment determine the pipeline of projects.
- ☐ Forecast how the portfolio of projects as a whole will perform.

Stakeholder engagement and buy-in

- ☐ Determine essential stakeholders and decision makers.
- ☐ Organise a meeting and explain what has been done to date, including the first draft of how the fund will be set up
- ☐ Adjust the structure of the fund according to the feedback from stakeholders.
- ☐ Ensure you get stakeholder buy-in.

Size of the fund and Seed capital

- ☐ Determine the size of the fund.
- ☐ Get the seed capital (loan, operational budget, savings from current EE projects, grant, other.
- ☐ Decide whether the fund is allowed to go into a deficit.

Financial flows

- ☐ Determine who pays the project invoice and which account they will use.
- ☐ Decide which account will be making repayments over the course of the loan, how often the repayments will occur and whether they will be fixed or adjustable.
- ☐ Decide whether projects have to repay only portion of their savings, the full loan value, or an amount greater than the original loan.
- ☐ Determine whether the repayments will attract an interest rate, or administrative fee, or whether the payments will be increased along with the CPI.
- ☐ Decide how the flows of money will appear on the various depart. budgets & balance sheets.

Management of the fund

- ☐ Formalise guidelines and other necessary guiding documents.
- ☐ Develop project criteria (payback period, environmental benefits, community benefits, other)
- ☐ Make stakeholders aware of the documentation and get their buy-in.
- ☐ Determine who can lodge an application for a project to be funded.
- ☐ Decide on who will be the fund manager (committee, staff members from various teams, community members, councillors, etc.)
- ☐ Decide on who will sign off on an application.
- ☐ Decide on how the savings of a project will be determined (estimated, calculated based on actual performance, mix of both methods depending on the project, estimated savings plus verification that project performs to specs, other).
- ☐ Decide on the key roles and responsibilities of the fund.
- ☐ Determine how often the financial and project status of the fund will be reported and to whom.
- ☐ Determine how the energy and cost savings will be monitored.
- ☐ Create a communication plan to share success stories with staff, management, councillors, community and the media.
- ☐ Optimise and improve the fund based on changing circumstances and new findings.

E. Abbreviations and glossary

AEMO	Australian Energy Market Operator
BAU	Business As Usual
BMS	Building Management System - computer-based control system installed in buildings that controls and monitors the building's mechanical and electrical equipment such as ventilation, lighting, power systems, fire, and security systems
CASA	Civil Aviation Safety Authority
c/kWh	Cents per kilowatt hour – energy unit costing metric
CFP	Carbon footprint
CHCC	Coffs Harbour City Council
CST	Concentrating Solar Thermal – a renewable energy technology
DNI	Direct Normal Insolation – a measure of the intensity of sunlight
DNSP	Distribution Network Service Provider – organisations that own and maintain the electricity grid (poles and wires)
DUOS	Distribution Use of System – charges paid to distribution network operator on whose network the meter is located
EE	Energy Efficiency
ESCo	Energy Service Company
EUA	Environmental Upgrade Agreement
EPC	Energy Performance Contract
GHG	Greenhouse gas
GWh	Gigawatt hour – a measure of energy (1 GWh=1000 MWh)
HVAC	Heating Ventilation Air Conditioning
HP	Holiday Parks
HW	Hot Water
IRR	Internal Rate of Return
kWh	Kilowatt hour – a measure of energy
kW	Kilowatt – a measure of power
kWp	Kilowatt peak – amount of peak demand reduction potential
LCOE	Levelised Cost of Energy - indicates the cost at which each unit of electricity needs to be sold at in order for project/plant to break even
LED	Light-Emitting Diode - a semiconductor diode which glows when a voltage is applied
LFG	Landfill gas
LGA	Local Government Area
LGC	Large Scale Generation Certificate
MRF	Material Recovery Facility
MSW	Municipal Solid Waste
MWe	Megawatts electric – a measure of electrical power
MWh	Megawatt hours (1MWh = 1000kWh) – a measure of energy
MW	Megawatts – a measure of power

NPV	Net Present Value
NUOS	Network Use of System
PPA	Power Purchase Agreement
PV	Photo-voltaic
REERP	Renewable Energy and Emissions Reduction Plan
RE	Renewable Energy
ROI	Return on Investment
SHW	Solar Hot Water
SLUOS	Street Light Use of System
SPS	Sewer Pumping Station
STC	Small Scale Technology Certificate
STP	Sewerage Treatment Plant
ToU	Time of Use – refers to a particular electricity tariff structure
Tonnes CO_2-e	Tonnes of Carbon Dioxide equivalent – greenhouse gas measurement unit
VNM	Virtual Net Metering – an electricity customer with on-site generation is allowed to assign their 'exported' electricity generation to another site
VSD	Variable Speed Drive - a piece of equipment that regulates the speed and rotational force, or torque output, of an electric motor
WRP	Water Reclamation Plant

Attachment 1

Sustainable Business Consulting is an Australian industry leader in sustainability, carbon & energy consulting and training. We are driven by quality and take pride in a job well done. For more information please contact: Barbara Albert, Managing Director, at b.albert@sustainablebizconsulting.com.au



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ACN 140 233 932 | ABN 46 506 219 241

Attachment 1

COFFS HARBOUR CITY COUNCIL
Locked Bag 155 COFFS HARBOUR NSW 2450
www.coffsharbour.nsw.gov.au

10% Target

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Renewable Energy Fund Allocation	$50,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Return to Fund from projects		$5,740	$19,697	$136,420	$246,933	$248,802	$250,707	$252,648	$254,627	$256,644	$258,699	$260,793	$236,360	$251,892	$267,320	$257,306
Capital Expenditure/PPA Costs		$140,000	$370,000	$862,200	$196,900											
Cost of funds @5%		-$2,500	-$7,912	$4,208	$35,707	$28,491	$12,475	-$4,437	-$22,291	-$41,137	-$48,193	-$55,603	-$63,383	-$71,552	-$80,130	-$89,137
NPV Cash flow purpose		$8,240	-$342,391	-$729,988	$44,326	$220,311	$238,232	$257,085	$276,918	$297,780	$306,892	$316,396	$299,743	$323,445	$347,450	$346,442
Sewer Fund Contribution to capital		$140,000			$30,000											
Surplus/Deficit	$50,000	$108,240	-$242,391	-$629,988	$144,326	$320,311	$338,232	$357,085	$376,918	$397,780	$406,892	$416,396	$399,743	$423,445	$447,450	$446,442
Payback to operational areas										$256,644	$258,699	$260,793	$236,360	$251,892	$267,320	$257,306
Balance REF	$50,000	$158,240	-$84,151	-$714,139	-$569,813	-$249,501	$88,731	$445,816	$822,733	$963,870	$1,112,063	$1,267,666	$1,431,049	$1,602,602	$1,782,732	$1,971,868
Balance less contribution to REF by Council		$8,240	-$334,151	-$1,064,139	-$1,019,813	-$799,501	-$561,269	-$304,184	-$27,267	$13,870	$62,063	$167,666	$331,049	$502,602	$682,732	$871,868

Net Present Value on this project **$1,069,607**
5% discount rate 15 year project life

Assumptions: *Street light upgrade $750k*
REF 2015/16 - All $50k is used for internal implementation of the REERP and $20k not diverted to commercial grant opportunity

25% Target (100% PPA)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Renewable Energy Fund Allocation	$50,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Return to Fund from projects		$19,950	$39,900	$130,698	$223,312	$227,778	$232,334	$236,980	$241,720	$246,554	$251,486	$256,515	$261,646	$266,878	$272,216	$277,660
Capital Expenditure/PPA Costs/Energy Efficiency		$220,000		$750,000												
Cost of funds @5%		-$2,500	-$923	-$7,964	$17,603	$13,468	$9,125	$4,565	-$223	-$5,251	-$10,531	-$16,075	-$21,896	-$28,010	-$34,429	-$41,169
Green Energy Purchase					$223,000	$227,460	$232,009	$236,649	$241,382	$246,210	$251,134	$256,157	$261,280	$266,506	$271,836	$277,272
NPV Cash flow purpose		-$131,550	$40,823	-$611,338	-$17,291	-$13,150	-$8,801	-$4,234	$561	$5,595	$10,882	$16,433	$22,262	$28,382	$34,809	$41,557
Sewer Fund Contribution to capital		$66,000														
Surplus/Deficit	$50,000	-$31,550	$140,823	-$511,338	$82,709	$86,850	$91,199	$95,766	$100,561	$105,595	$110,882	$116,433	$122,262	$128,382	$134,809	$141,557
Balance REF	$50,000	$18,450	$159,273	-$352,066	-$269,357	-$182,507	-$91,308	$4,458	$105,019	$210,614	$321,496	$437,929	$560,191	$688,573	$823,382	$964,939
Balance less contribution to REF by Council		-$131,550	-$90,728	-$702,066	-$719,357	-$732,507	-$741,308	-$745,542	-$744,981	-$739,386	-$728,504	-$662,071	-$539,809	-$411,427	-$276,618	-$135,061

Net Present Value on this project **-$565,167**
5% discount rate 15 year project life

Assumptions: *7,511,781 kwh to meet 25% Target*
$100k investment into REF will continue
Energy Efficiency recommendation will not occur until end of useful life for assets and therefore additional green energy pruchase to make up 650,000kwh shortfall
Street light upgrade $750k
REF 2015/16 - All $50k is used for internal implementation of the REERP and $20k not diverted to commercial grant opportunity

25% Target (50% PPA)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Renewable Energy Fund Allocation	$50,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Return to Fund from projects		$69,734	$209,203	$348,670	$418,404	$426,772	$435,308	$444,014	$452,894	$461,952	$471,191	$480,615	$490,227	$500,032	$510,032	$520,233

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Capital Expenditure/PPA Costs		$847,666	$737,666	$1,487,667												
Cost of funds @5%		-$2,500	$26,122	$48,851	$103,243	$92,135	$81,776	$70,700	$58,867	$46,235	$32,759	$18,395	$3,091	-$13,201	-$30,538	-$48,974
Green Energy Purchase					$223,000	$227,460	$232,009	$236,649	$241,382	$246,210	$251,134	$256,157	$261,280	$266,506	$271,836	$277,272
NPV Cash flow purpose		-$672,432	-$554,585	-$1,187,848	$122,161	$107,177	$121,522	$136,664	$152,645	$169,507	$187,297	$206,063	$225,855	$246,727	$268,734	$291,935
Sewer Fund Contribution to capital		$103,000			$30,000											
Surplus/Deficit	$50,000	-$572,432	-$454,585	-$1,087,848	$222,161	$207,177	$221,522	$236,664	$252,645	$269,507	$287,297	$306,063	$325,855	$346,727	$368,734	$391,935
Balance REF	$50,000	-$522,432	-$977,017	-$2,064,864	-$1,842,704	-$1,635,527	-$1,414,005	-$1,177,341	-$924,696	-$655,189	-$367,892	-$61,829	$264,027	$610,754	$979,488	$1,371,423
Balance less contribution to REF by Council		-$672,432	-$1,227,017	-$2,414,864	-$2,292,704	-$2,185,527	-$2,064,005	-$1,927,341	-$1,774,696	-$1,605,189	-$1,417,892	-$1,161,829	-$835,973	-$489,246	-$120,512	$271,423

Net Present Value on this project **-$816,449**
5% discount rate 15 year project life

Assumptions: *7,511,781 kwh to meet 25% Target*
$100k investment into REF will continue
Savings indexed at 2% per annum
Energy Efficiency recommendation will not occur until end of useful life for assets and therefore additional green energy pruchase to make up 650,000kwh shortfall
REF 2015/16 - All $50k is used for internal implementation of the REERP and $20k not diverted to commercial grant opportunity

REPORT TO ORDINARY COUNCIL MEETING

CITY CENTRE MASTERPLAN COMMITTEE ANNUAL REPORT 2014/15

REPORTING OFFICER:	Group Leader Strategic Asset Management
DIRECTOR:	Director Sustainable Infrastructure
COFFS HARBOUR 2030:	LP 3.2 Develop the city centre as a social and cultural focus for Coffs Harbour
ATTACHMENTS:	ATT Coffs City Centre Masterplan Update 2014-2015

Recommendation:

That Council:

1. **Note the submission of the City Centre Masterplan Committee's annual report for 2014/15.**
2. **Distribute copies of the annual report to property owners contributing to the City Centre Special Rate Variation.**
3. **Congratulate the City Centre Masterplan Committee for its achievements in 2014 - 2015 and thank the Committee for its voluntary contributions to the City.**

EXECUTIVE SUMMARY

The City Centre Masterplan Committee is a Section 355 committee and was established with key responsibilities of implementing the objectives and strategies of the Coffs Harbour City Centre Masterplan, recommending annual works programs and budget priorities for expenditure of funds raised through the City Centre Special Rate Variation (SRV) and liaising with key stakeholders including Council, community, property owners and business in the City Centre.

Attachment – *Coffs City Centre Masterplan Update 2014-2015* is submitted to Council, outlining the Committee's expenditure and activities for 2014/15 and planned activities for 2015/16.

REPORT

Description of Item:

The Attachment, *Coffs City Centre Masterplan Update 2014-2015,* represents the City Centre Masterplan Committee's annual report and proposed activities for 2015/16.

Issues:

The Coffs City Centre Masterplan Committee has progressed with the implementation of major projects in the City Centre, in addition to conceptual and detailed planning and consultations for upcoming Masterplan projects, marketing of the City Centre, event management and liaison with key ratepayer and business/retailer stakeholders.

Key achievements for the Coffs City Centre in 2014/15 included completion of the solar panel roof and opening of new lifts and amenities in Castle Street Carpark, completion of the Brelsford Park youth space and skatepark, construction works for the transport interchange in Park Avenue, planning for the installation of new shade sails at key locations, consultation with the community and stakeholders to finalise concept designs for the revitalisation of City Square and planning and consultations for Duke Street extension and the Harbour Drive/Gordon Street traffic signals and intersection works.

Major events for the City Centre included a well-attended return to City Square by the NSW Blues State of Origin squad, four days of activations for the World Rally Championships in City Square, an expanded Christmas Spectacular program and the successful trials of the Vibe After Five community-run Cuban dance activations in the Square on Thursday evenings.

The Committee is commended for its achievements in 2014/15.

Council is required, under the NSW Government's conditions for the Special Rate Variation, to report annually on the expenditure of funds raised through the Special Rate and any variations, and to report on outcomes achieved as a result of the Special Rate Variation. The Terms of Reference for the Masterplan Committee require that the Committee report annually on the progress of works.

Council's Annual Report for 2014/15 achieves the reporting requirements imposed in the SRV's conditions. From this perspective Council has satisfied the reporting requirements for the 2014/15 Financial Year. The Committee's annual report provides more detail for Council and the community on the works and associated activities of the Committee for the same period.

Options:

The process to publish an Annual Report on the Committee's activities is an administrative requirement imposed upon the Committee. Therefore, this report is for Council's information and noting.

Sustainability Assessment:

- **Environment**

  Environmental factors have been considered in the development of the City Centre Masterplan, and continue to be addressed during the implementation of each project.

- **Social**

  The development of a viable and vibrant Coffs Harbour CBD will assist in the creation of a stronger social fabric. Membership and activities of the Masterplan Committee facilitate enhanced collaboration between business, investors, community and Council.

- **Civic Leadership**

  The City Centre Masterplan maps the future for our City Centre. The Plan contains a number of strategies and projects that support key priorities previously identified through the Masterplan community consultation process. These key priorities include a focus on revitalising the City Centre to stimulate economic activity.

- **Economic**

  Broader Economic Implications

  In June 2013, Coffs Harbour City Council secured Ministerial approval - via the Independent Pricing and Regulatory Tribunal (IPART) – to increase its general income for 2013/2014 by 5.43% to allow for the continuation of the CBD special rate for a further 10 year period. This additional rate revenue (above rate pegging increases) funds for the 10-year City Centre works program which has been developed through the City Centre Masterplan Committee.

  Delivery Program/Operational Plan Implications

  The 2014 - 2018 delivery program details the funding and implementation program for the Business City Centre Special Rate Extension.

Risk Analysis:

Risk mitigation strategies will continue to be developed through the implementation and design process with particular emphasis on economic risk through detail design and cost estimates and direct liaison with affected businesses and property owners on mitigation of construction impacts.

Consultation:

The City Centre Masterplan was developed in consultation with property owners, business and community and the Masterplan Committee represents key stakeholders in the City Centre for the implementation of the Masterplan.

Related Policy, Precedents and / or Statutory Requirements:

The adopted City Centre Masterplan and the Terms of Reference establish the strategic objectives of the Committee and the responsibilities and delegations of the Committee. The Terms of Reference require the Masterplan Committee to report annually to Coffs Harbour City Council and the City Centre ratepayers on the progress of works.

The NSW Independent Pricing and Regulatory Tribunal (IPART) requires Council to report in its annual report for each rating year of the SRV from 2013/14 to 2022/23 on:

a) The program of expenditure that was actually funded by the special variation and the reasons for any significant differences from the program listed, and;

b) The outcomes achieved as a result of the special variation.

Implementation Date / Priority:

The City Centre Masterplan Update 2014-2015 documents activities completed in 2014/15 and proposed to be started in the 2015/16 financial year. It is proposed that once the report is noted by Council, that copies be distributed to those property owners contributing to the City Centre SRV.

Conclusion:

The City Centre Masterplan Committee has made significant progress with planning and implementation of the City Centre Masterplan and the volunteer members of the Committee are commended for their achievements and contributions to date.

Attachment



Coffs City Centre

MASTERPLAN UPDATE | 2014-2015

Attachment

MASTERPLAN UPDATE | 2014-2015

Coffs City Centre

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Introduction
Skatepark Completion
Castle Street Car Park Upgrades
Transport Interchange
City Square Design
Duke Street
Shade Sails
Events
Marketing



Planning for the next 12 months:
Christmas Activations
Major Events
Detailed City Square Design
Shade Sails Installation
Park Avenue Carpark Painting
Castle Street Carpark Painting
Duke Street Extension

CITY CENTRE MASTERPLAN COMMITTEE
Committee members 2014/15:
Rod McKelvey (chairman)
Kim Towner
Garth Grundy
David Doyle
Lance Cousins
John Buckland.



Attachment

MASTERPLAN UPDATE | 2014-2015

INTRODUCTION

Planning for major projects of the Coffs City Centre Masterplan was a key focus of the City Centre Masterplan Committee during the 2014/15 financial year.

The Committee worked with Council to review locations of services to finalise sites for the installation of new shade sails and partnered with the community to finalise the concept designs for City Square revitalisation. Planning and consultations also continued for Duke Street extension and for the proposed Harbour Drive/ Gordon Street traffic signals.

Activations by way of major events saw the Committee secure an agreement for the NSW State of Origin Blues squad to return to the City Centre during the first week of training camps in May 2015 and 2016, and agreement was reached with officials to host World Rally Championship promotional events in the City Centre in September 2014 and 2015. Events planning also saw the introduction of the Vibe After Five on Thursday nights and investment to build the annual Christmas Spectacular.

Major projects for year included the completion of the solar panel roof and opening of new lifts and amenities for Castle Street carpark, the completion of the skatepark/youth space at Brelsford Park while Council completed the Transport Interchange in Park Avenue.

The 2015/2016 financial year will see finalisation of detailed designs for City Square, Duke Street extension and landscaping and for the Harbour Drive/Gordon Street traffic signals. The Committee also hopes to call for tenders for City Square works, shade sails design and installation and for completion of the painting of Castle Street and Park Avenue carparks.

Rod McKelvey
Committee Chairman



Attachment

MASTERPLAN UPDATE | 2014-2015

Coffs City Centre

SKATE PARK / YOUTH SPACE COMPLETED

Brelsford Park is a major Project within the City Centre Masterplan 2031, and the completion of a regional skatepark and youth space was one of the priorities of this Project. Local skaters and students were consulted throughout the design process, not only contributing to the layout of the skate facility, but also influencing design elements of the shade structures. The $1.2 million skatepark and youth space was officially opened on July 26, 2014, with large crowds attending and enjoying live music from local bands and the skate and bmx displays by professional and amateur riders.







Attachment

MASTERPLAN UPDATE | 2014-2015

Coffs City Centre









Attachment

MASTERPLAN UPDATE | 2014-2015

Coffs City Centre

TRANSPORT INTERCHANGE WORKS

The 2014/15 financial year saw most of the construction works completed by Coffs Harbour City Council for the new Park Avenue transport interchange. Funding for this project was made available through a State Government grant of almost $1 million. Works included landscaping and bike racks on both sides of the street, provision of seating and shelters on the southern side of Park Avenue, seating, shelter and pram ramp at the taxi stop on north-west Park Avenue and conversion of part of Park Avenue carpark to become a sheltered bus interchange, with decorative street art and screening. Police were consulted through detailed designs to incorporate safer by design principles.







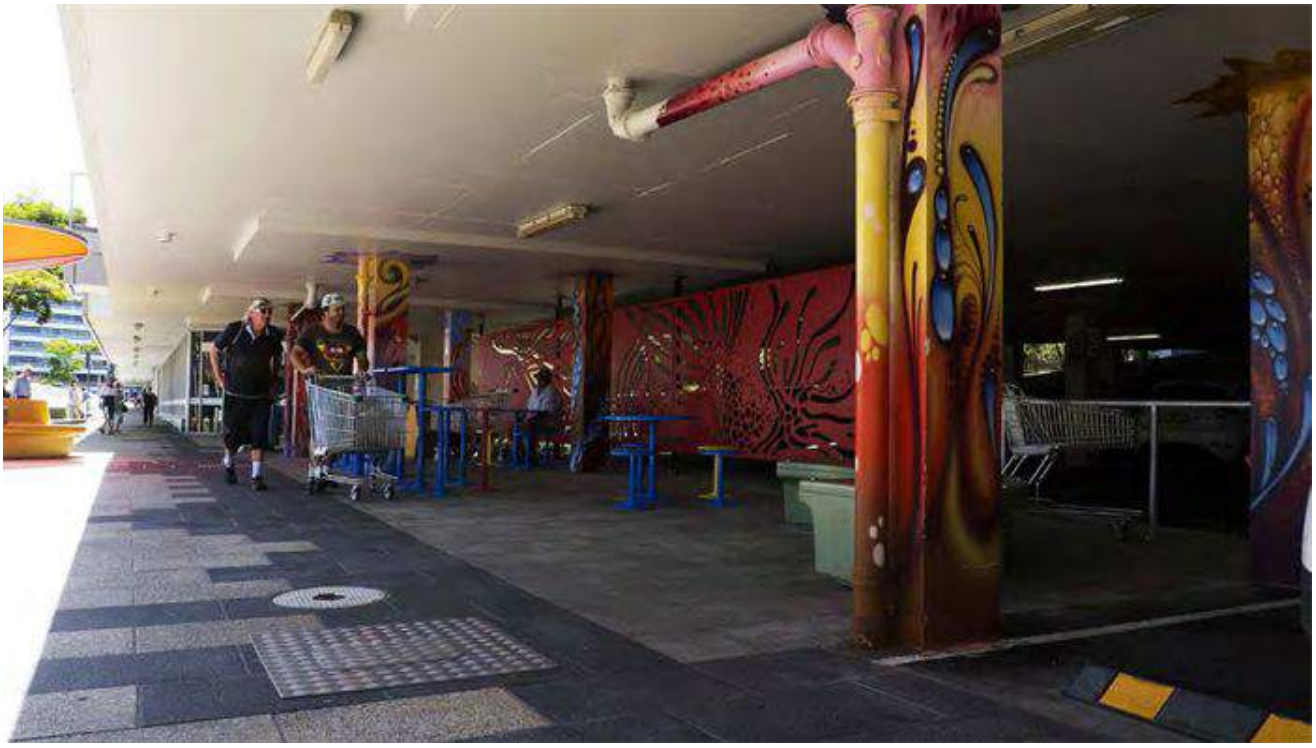
Attachment

MASTERPLAN UPDATE | 2014-2015

Coffs City Centre







Attachment

MASTERPLAN UPDATE | 2014-2015

Coffs City Centre

CASTLE STREET CARPARK UPGRADES

One of the key Masterplan construction projects for completion in 2014/15 was the upgrade of Castle Street carpark. Prior to the upgrades there were generally 170 unused parking spaces on the upper levels of the carpark. Under utilisation was attributed to lack of weather protection and lift access.

The works involved installation of a roof to cover the top level, fitted with solar panels to power the building. Works also included provision of two new lifts and a new amenities block on Castle Street. The amenities block also has showers, which are open to the public. The new lift and amenities were officially opened by the Mayor, Councillor Denise Knight, and the Committee chairman, Rod McKelvey,

The lift cars have CCTV, lighting and air conditioning. The new toilet facilities are of contemporary design with a large open timber canopy above precast concrete wall panels. There is also a shared wash basin area, which incorporates safer-by-design philosophies to meet the CBD Masterplan principles of promoting, safe, accessible and liveable places.







Attachment

MASTERPLAN UPDATE | 2014-2015

Coffs City Centre









Attachment

MASTERPLAN UPDATE | 2014-2015

CITY SQUARE CONCEPT DESIGNS

Refining concept designs for City Square and consulting with key stakeholders and the broader community was the planning priority of the Masterplan Committee in 2014/15.

A design competition had been conducted the previous year to generate ideas and concepts for City Square that would reinforce its place as the heart of the city, where economic, social and cultural pursuits fuse to enrich and enliven all who visit City Square.

The City Square Concept Designs were on display for public comment from December 22 2014 until February 27 2015. In that time a total of 26 submissions were made. The Masterplan Committee also put the designs on display at the Coffs Coast Growers Market and discussed the designs with shoppers, traders and stallholders. More than 60 traders and property owners attended a Retailer/Ratepayer Enterprise Group briefing on the proposed designs, and were invited to comment.

Council adopted the Concept Plans on March 12, 2015 and the Masterplan Committee then progressed towards detailed design stages. Flexibility is the core principal of the adopted concept designs - to provide a space that can cater for large events such as World Rally gatherings, to smaller community events and the popular Coffs Coast Growers Market.



Attachment

MASTERPLAN UPDATE | 2014-2015

Coffs City Centre





Attachment

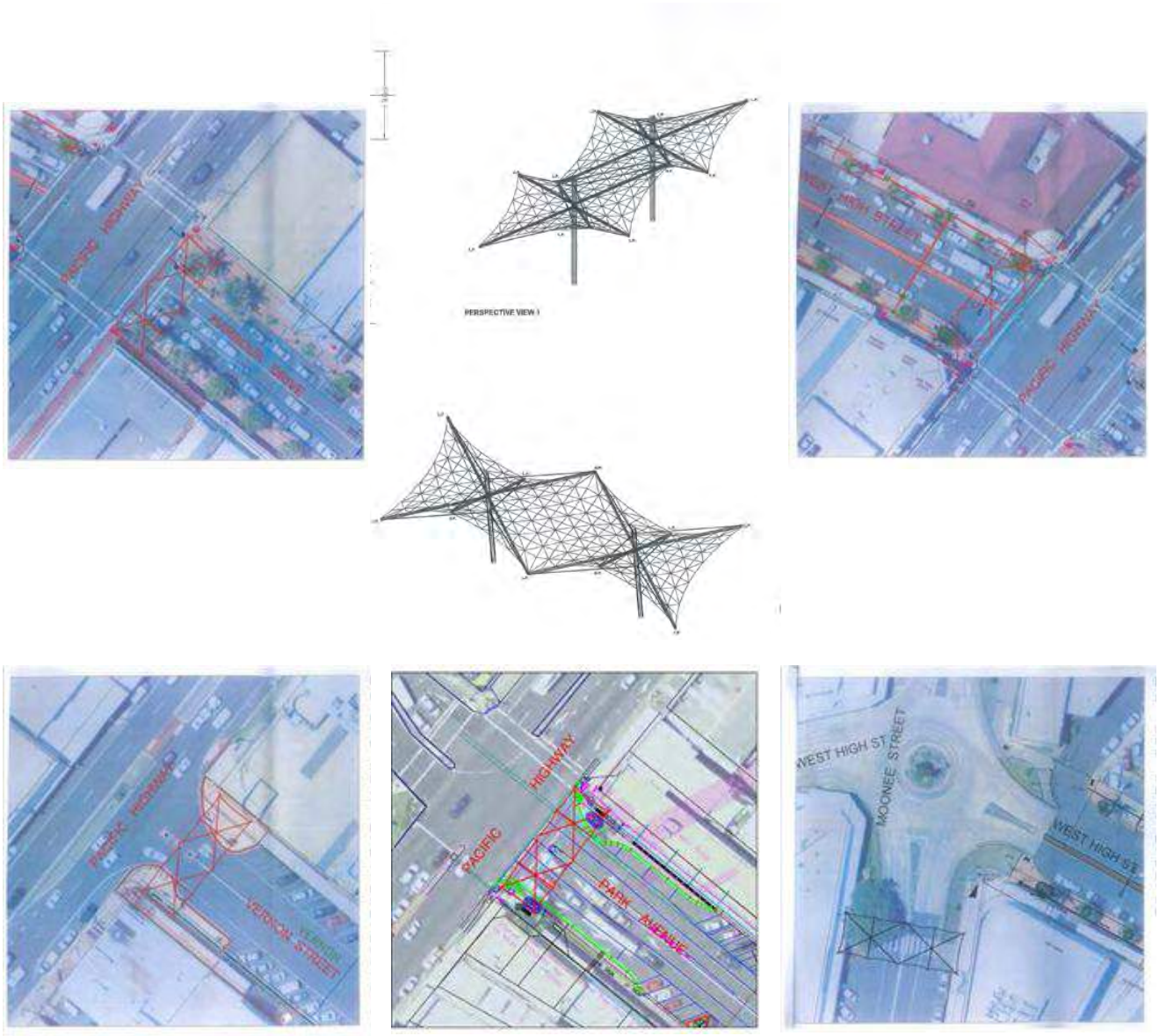
MASTERPLAN UPDATE | 2014-2015

SHADE SAILS

Planning and studies continued in preparation for the tender process to install new shade sails across the City Centre and to relocate the City Square east-west shade sail.

Various locations were investigated and final selection was influenced by a number of factors including services locations, Roads and Maritime Services requirements, site suitability for provision of sheltered pedestrian movement and site suitability in terms of identifying the City Centre to Pacific Highway traffic.

The final recommended locations for shade sails are at the highway entrances to West High Street, Vernon Street, Harbour Drive and Park Avenue; at the pedestrian crossing on Moonee Street and; relocation of the City Square sail to Park Avenue at the pedestrian crossing.



Attachment

MASTERPLAN UPDATE | 2014-2015

Coffs City Centre

DUKE STREET / RINGROAD SYSTEM

Preliminary design work continued for the Duke Street bypass. The road extension is one of the 10 major projects nominated in the Coffs Harbour City Centre Masterplan 2031 being implemented by the City Centre Masterplan Committee in conjunction with Coffs Harbour City Council.

The road extension is part of the long-term planning for a ring road system to relieve the City Centre of traffic congestion and make the streets more pedestrian friendly.

Better pedestrian amenity is a critical part of the transformation of the City Centre into a vibrant village atmosphere with improved retail, dining and activation of the heart of the city. One of the key principles of the Masterplan is to create safer and equal access for cars, pedestrians and cyclists.

By providing a number of routes and a hierarchy of thoroughfares, traffic can self-regulate and the function of the City Centre will improve. The Duke Street extension will form the first stage of the City Centre bypass designed to provide an alternative route for through traffic and markedly improve pedestrian and cycle access and safety in the City Centre.



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MASTERPLAN UPDATE | 2014-2015

Coffs City Centre

EVENTS - BUSKERS FESTIVAL

The September 2014 Coffs Harbour International Buskers and Comedy Festival program included performances in Brelsford Park, drawing large crowds. While the Masterplan Committee is fully supportive of major events at Brelsford Park, recognising their value as drawcards for the city, the Committee responded to calls for the Buskers to return to the City Centre for designated performances.

Negotiations were held with Buskers festival organisers in 2014/15 to have the Buskers return to the City Centre in September 2015, with a view to an even more comprehensive return performance in the City Centre in 2016.





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MASTERPLAN UPDATE | 2014-2015

Coffs City Centre



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MASTERPLAN UPDATE | 2014-2015

EVENTS - NSW BLUES STATE OF ORIGIN SQUAD

Capitalising on the appeal of the NSW Blues to the Coffs Harbour community and encouraged by the large crowds drawn to the City Square to meet the Blues in May 2014, the Masterplan Committee negotiated with Pacific Bay Resort and Council and other key sponsors, to sign up the NSW Blues to train in Coffs for a further two years.

The agreement involved scheduled visits by the Blues to the City Centre for civic welcomes in 2015 and 2016. Crowds were good for the visit in 2015 in City Square, when the Blues presented the 2014 State of Origin Shield to Mayor, Councillor Denise Knight. The Shield was then displayed in the Coffs Central for the week. The Committee organised a window display competition for traders for the 2015 event.The 2016 visit is likely to be staged at Brelsford Park, with major works expected to commence around that time on the revitalisation of City Square.









Attachment

MASTERPLAN UPDATE | 2014-2015

Coffs City Centre





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Coffs City Centre

EVENTS - ANNUAL CHRISTMAS SPECTACULAR

Santa's arrival and the lighting of the Christmas Tree traditionally was organised each year for the last Thursday trading night in November. In 2014/15 the Masterplan Committee began to build the event as the annual Christmas Spectacular, with a view to shifting the Thursday night event to a full day's program in 2015.

The Committee purchased an installed a new, giant Christmas Tree and decorations for November 2014, and invited local primary school pupils to design the topper decoration for an annual competition with the winner's design topping the tree each year. Julie Ellem of Nana Glen won the first year's prize, and got to ride with Santa Claus for his arrival at the Christmas Spectacular. City Centre businesses were invited to get into the spirit, with a window dressing competition, won in 2014 by Parrys Jewellers.

The busy program included kids entertainers and, in the absence of Coffs Coast Carols in 2014, performances of Carols by Nana Glen Public School and Coffs City Choir. Steps then began toward reinstating the major Coffs Coast Carols as a City Centre event.









Attachment

MASTERPLAN UPDATE | 2014-2015

Coffs City Centre





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MASTERPLAN UPDATE | 2014-2015

EVENTS - WORLD RALLY CHAMPIONSHIPS

We successfully brought the World Rally Championships drivers and their cars into the Coffs City Centre in September 2014 and the crowds were out in huge numbers to meet the stars and admire the cars. The success of the 2014 event encouraged the Masterplan Committee to get behind the event again in 2015 and to work with traders to promote the event. With World Rally rescheduled to November in 2016, it is hoped that the drivers, their cars and the international media will return to a revitalised City Centre in 2016.







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MASTERPLAN UPDATE | 2014-2015

Coffs City Centre



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EVENTS - VIBE AFTER FIVE

2015 Coffs Harbour Woman of the Year, Christina Monneran, brought her own great groove to the City Square in 2014/15 with the Vibe After Five Thursday night activations. The Vibe After Five was a free event from 5.30 - 6.30pm in City Square, with Christina leading the crowd in Cuban dance moves and infectious tunes being played out over the City Centre PA. The Vibe After Five will be returning in 2016 and options for other community-led events will be encouraged following completion of City Square works.







Attachment

MASTERPLAN UPDATE | 2014-2015

MARKETING AND PROMOTIONS

Coffs City Centre's Facebook page continued to attract Likes and increase its reach in 2014/15, supported by the City Buzz enewsletter. The two tools enable the Masterplan Committee to reach target demographics within the local government area. The Facebook page also allows Coffs City Centre to connect with retailers and other traders operating in the City Centre and assist to promote their activities.

The image below of popular Ethiopian chef Tigist was used in February 2015 to promote Tigist's new restaurant through social media.

The Committee also worked with the news media in 2014/15 to increase the profile of the Masterplan, the City Centre and events. The Coffs Coast Advocate agreed to produce a monthly four-page news feature on the Coffs City Centre, to commence in 2015/16.



Attachment

MASTERPLAN UPDATE | 2014-2015

Coffs City Centre

PLANNING FOR THE NEXT 12 MONTHS

The Masterplan Committee expects to progress the following projects in the next 12 months:

- City Square Revitalisation - consult with police, promoters, business, traders, entertainers, security to finalise detailed designs for City Square and proceed to tender for elements of the project with a view to commencing construction end of 2015/16;
- Shade Sails - complete design brief and call for tenders for construction of the new sails and relocation of existing sail.
- Duke Street - consult with neighbouring businesses, medical practitioners and service providers and finalise detailed designs of kerb interfaces and landscaping with a view to completion in 2015/16;
- Gordon Street/Harbour Drive intersection - finalise designs and negotiate contracts for construction with a view to commencement 2015/16;
- Carparks - complete the internal and external repainting of Castle Street and Park Avenue carparks;
- Major Events - coordinate reinstatement of Coffs Coast Carols in the City Centre, host the NSW Blues, World Rally and expand the Christmas Spectacular to a full Saturday program.
- Activations - Reintroduce Vibe After Five, liaise with Coffs Coast Growers Markets to plan for square revitalisation and alternate locations, liaise with community/sporting/cultural groups to support City Square activations.
- Marketing - continue to market and promote the City Centre and events through social media, enewsletter, radio and through news media. Produce four-page news feature on City Centre for Coffs Coast Advocate every month.

For further information about the Coffs City Centre Masterplan 2031, contact the Committee Chairman, Rod McKelvey: rodmckelvey@yahoo.com.au

Images kindly supplied by: Damon Leach, David Laarhoven, Rob Wright, Trevor Veale, Coffs Coast Advocate, Coffs Harbour City Council.



Attachment

COFFS HARBOUR CITY COUNCIL
ADOPTED 4 YEAR DETAILED BUDGET

CBD Masterplan Works

2014/15 ADOPTED	Program Number 115	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE	2018/19 ESTIMATE
	Operating Expenses				
20,600	Marketing	21,218	21,855	22,511	23,186
51,500	Saturday Markets	53,045	54,636	56,275	57,963
46,350	Activation Operating	47,741	49,173	50,648	52,168
0	Maintenance Costs	0	80,000	82,400	84,872
184,500	Depreciation	190,000	195,700	201,571	207,618
302,950	**Total Operating Expenses**	**312,004**	**401,364**	**413,405**	**425,807**
	Capital Expenditure				
0	City Square Upgrade	510,286	510,000	0	0
0	Duke St Road Extension	300,000	0	0	0
0	Signage	75,000	0	100,000	0
0	Light show, decorative lighting, CCTV	0	296,325	0	0
0	Street Furniture	0	0	100,000	0
0	Landscaping	10,000	50,000	40,000	0
50,000	Lighting	0	0	100,000	0
100,000	Park Ave Artist Lane	0	0	50,000	0
150,000	Riding Lane Toilet Upgrade	0	0	0	0
225,000	Carpark Upgrades	0	200,000	0	0
600,000	Shade Sails	150,000	0	0	0
30,000	Moonee St Entry Statement	0	0	0	30,000
0	Activation Capital	50,000	80,000	0	0
0	Park Ave Upgrade & Landscaping	0	300,000	300,000	0
0	M'Plan Wks (12/13SRV) Gordon/Hbr Dr Intersection	414,202	0	0	0
100,000	Contingency (Capital)	20,000	10,000	10,000	10,000
1,255,000	**Total Capital Expenditure**	**1,529,488**	**1,446,325**	**700,000**	**40,000**
	Operating Revenue				
-707,548	CBD Special Rate Variation	-724,529	-746,265	-768,653	-791,713
-40,000	Interest on Investments	-20,000	-17,000	-15,000	-12,000
-747,548	**Total Operating Revenue**	**-744,529**	**-763,265**	**-783,653**	**-803,713**
	Transfer To Reserves				
0	CBD - Transfer to CBD Masterplan Reserve	2,458,800	0	0	0
240,000	CBD - Transfer to ELE Reserve	634,237	634,237	634,237	634,237
240,000	**Total Transfer To Reserves**	**3,093,037**	**634,237**	**634,237**	**634,237**
	Transfer From Reserves				
-184,500	CBD - Transfer from Depn Reserve	-190,000	-195,700	-201,571	-207,618
-865,902	CBD - Transfer from CBD Masterplan Reserve	0	-1,522,961	-762,418	-88,713
0	CBD - Transfer from ELE Reserve	-4,000,000	0	0	0
-1,050,402	**Total Transfer From Reserves**	**-4,190,000**	**-1,718,661**	**-963,989**	**-296,331**

Attachment


darkO
HURRY
GREENWICH ORGANIC SEE
COFFS COAST COMMUNITY COLLEGE
STATE OF MIND

REPORT TO ORDINARY COUNCIL MEETING

SAWTELL CROQUET CLUB INCORPORATED

REPORTING OFFICER:	Section Leader Logistics
DIRECTOR:	Director Business Services
COFFS HARBOUR 2030:	LC 4.4 Develop inclusive community, sporting and recreational events and activities
ATTACHMENTS:	ATT Map and Plan of proposed Licence area

Recommendation:

That Council:

1. **As Reserve Trust Manager for the Sawtell Reserve No. 81703 resolve to provide a Trust Licence to the Sawtell Croquet Club Incorporated for an area of land measuring approximately 851m2 directly adjacent to the existing leased area in part of Lot 7308 in DP 1158924 for a term to coincide with the remaining term on the existing lease to expire 31 August 2020 for the purpose of construction and operation of a croquet playing green.**

2. **Include a clause as part of the Trust Licence, stipulating that the Sawtell Croquet Club Incorporated must make the land available to the Sawtell Fun Day Committee on the 1st of January each year of the tenure.**

EXECUTIVE SUMMARY

The Sawtell Croquet Club Incorporated (The Club) has an existing lease in place on the Sawtell Reserve for their Clubhouse and two playing greens. The current lease of 20 years is due to expire 31 August 2020.

The Club is looking for additional area measuring 37m x 23m directly adjacent to the existing leased area. Approval is now sought to offer a licence agreement for this additional area to coincide with the existing lease period. The area in its entirety would then be considered for future tenure options on expiry of this current term.

In principle support from the NSW Department of Primary Industries, Lands has been received subject to Council as Reserve Trust Manager Resolution and review of draft Trust Licence.

REPORT

Description of Item:

The Sawtell Croquet Club has been in existence for 68 years, and has occupied the current site since 1948. The Club currently has 104 members that are serviced by two full size croquet courts which are in use seven days a week.

Membership has increased in the past several years by almost 10% pa and the Club's facilities need to be expanded to accommodate the additional use. On at least three days a week Members have to play on half size courts due to the numbers attending. On many days, some members must wait to play due to insufficient court space.

The game of croquet is one of the few sports where people can participate equally regardless of gender. Although the majority of members are retired people, age is no barrier to the sport which is a combination of skill and tactics.

The facilities at the Sawtell Croquet Club are also used by many other organisations in the area including people with disabilities. The club has actively supported people from disadvantaged groups, as well as school sports programs for the past several years on a regular basis. The Club has also hosted visits from the local Respite and Recreation group three times a year as well as patients and carers from the Mid North Coast Brain Injury Unit.

The club members are active members of the local Community Care Options Group (along with about 20 other service providers) that host other disadvantaged groups. Members give their time generously in support of all these programs that are scheduled outside Club local playing times.

Because the courts have been constructed to the highest standards, the Club is able to host visitors that are confined to wheelchairs which have negligible impact on the courts. Coupled with excellent disabled access to the club house and handicapped toilet facilities, the club has unlimited capacity for anyone to participate in sport. The members are proud to be a host to all frequent disabled visitors that attend on a regular basis.

Unless the Club can expand facilities by building a new court, limits may have to be placed on further membership. The Club is currently the third largest croquet club out of a total 65 in NSW.

With the need established for a further playing green, consultation was undertaken with Manager Holiday Parks and Reserves and the site adjacent to the existing leased greens area was identified as meeting the Club's needs.

Approval to licence the new area to coincide with the remaining term of the existing lease has since been sought from NSW Department of Primary Industries, Lands who have so far provided in principle support subject to Council as Reserve Trust Manager Resolution and review of the draft Trust Licence.

Issues:

The identified area is also used one day a year by the Sawtell Fun Day Committee. Currently it is a condition of the existing lease that the Club provides access to their greens on the 1st January each year.

Consultation between the Club and the Committee has proceeded and agreement has been reached whereby the Sawtell Croquet Club Incorporated will continue to respect the annual arrangement and provide access to the new court area also. This agreement will form part of the new licence.

Options:

Council as Reserve Trust Manager has the following options available:

1. Adopt the recommendations provided to Council as Reserve Trust Manager to proceed with a Trust Licence over an area of approximately 851m2 adjacent to the existing leased area for the purpose of constructing and operating a croquet playing green, and to allow access to the Sawtell Fun Day Committee for their activities on 1st January each year.
2. Amend the recommendations provided to Council as Reserve Trust Manager by waiting until the lease expires to consider an expansion at that time and then adopt that recommendation. This may mean the expiration of some grant funding already secured for this purpose.
3. Reject the recommendations provided to Council as Reserve Trust Manager. This would mean the Club would need to consider restricting membership and access to the existing area by the additional groups who currently use the facility and wish to continue to do so.

Sustainability Assessment:

- **Environment**

  A Cultural Heritage Assessment and Native Title search was conducted and it was determined that the proposed use of the land was appropriate.

  NSW Department of Primary Industries – Lands assessed native title implications and has confirmed there is nothing preventing progressing with this development.

- **Social**

  Sawtell Croquet Club Incorporated is identified as a key user in the Sawtell Reserve Plan of Management. The Club has a growing membership base and the additional area will allow them to cater to that.

  Additionally, the croquet greens are used by a diverse range of other community groups.

  The Club has a sub-committee that will manage the proposed new project and will employ local subcontractors to complete the works creating employment opportunities.

  The ongoing maintenance of the facility ensures further employment of local ground staff.

- **Civic Leadership**

  Relevant 2030 reference: LC 4.4 Develop inclusive community, sporting and recreational events and activities.

The proposed additional croquet playing green on part of the Sawtell Reserve is consistent with the Reserve purpose and supported by the Sawtell Reserve Plan of Management.

- **Economic**

  Broader Economic Implications

  The total cost of constructing the project is estimated to be $110,000. This estimate is based on current pricing from contractors and suppliers for all components of the work.

  The project needs to be carried out in 2 stages, the first costing $45,000 in 2016 and the second costing $65,000 in January 2017.

  Over the past four (4) years the Club has raised $35,000 for the construction of a new court 3. The Club has also secured a $10,000 grant from the 'NSW Community Building Partnership Program, and a generous sponsorship of $30,000 from a Club member.

  Therefore, at this point in time the Club has available funds of $75,000 with the potential of acquiring further grant funding over the next 12 months for the second stage. There is also a further $15,000 that the Club would prefer to retain in its trading account. Should full funding not be available for the second stage, the options are a) to defer the second stage for 12 months, or b) seek a loan to complete the work in full.

  The responsibility for the repairs and maintenance of the facilities once these works have been completed will be borne by the Sawtell Croquet Club.

  Over the past 4 years, the Sawtell Croquet Club has engaged the services of two (2) highly experienced greens keepers on a casual basis. The two existing courts are appraised by the Club and visiting players as possibly the best courts clubs in NSW.

  All the work which includes fertilising, mowing, weed control, irrigation and repairs has been carried out by the Club. The new court will see the same people continue in the same manner. The additional cost of maintenance is estimated to be $6,000 per annum which can be met through existing green fees, but will also be met by the anticipated increase in membership of a minimum of 15 that will able to offered and certainly fulfilled.

  Delivery Program/Operational Plan Implications

  The work and cost of work to create the addition playing green is the Club's responsibility entirely and as such will not impact on the Delivery Program.

Risk Analysis:

Risk in this matter is presented in context of the land being required for other use. The property is part of the Sawtell Reserve which is for Public Recreation. The location is adjacent to the existing facility which is long established and well known in the area as being a croquet club.

An extensive review of cultural heritage was undertaken and Native Title search prior to proceeding with request for tenure in order to rule out possible alternate interest in the land.

Consultation:

- Sawtell Croquet Club Incorporated
- Manager Holiday Parks & Reserves
- NSW Department of Primary Industries – Lands
- Coffs Harbour City Council Archaeologist / Environmental Engineer

Related Policy, Precedents and / or Statutory Requirements:

- Construction will be subject to relevant planning consent.
- The purpose is consistent with the Plan of Management and Reserve purpose.
- In principle support has been provided by NSW Department of Primary Industries – Lands

Implementation Date / Priority:

In order for the green to be developed to a position able to be used by the Sawtell Fun Day Committee on 1st January 2017, work will need to commence as soon as practicable should resolution be reached. Should there not be time to achieve this, commencement of the project will be postponed until immediately post 1st January 2017.

Funding is in place for stage one and the Sawtell Croquet Club Incorporated is ready to proceed once authorised.

Conclusion:

A need for expansion of area has been present for some time for the Sawtell Croquet Club Incorporated to allow for growth in membership and general attendance by a broad range of the community.

The proposed space adjacent to the existing Club premises and greens was identified as being appropriate and subsequent discussions were conducted with relevant bodies and upon agreement formal request was lodged.

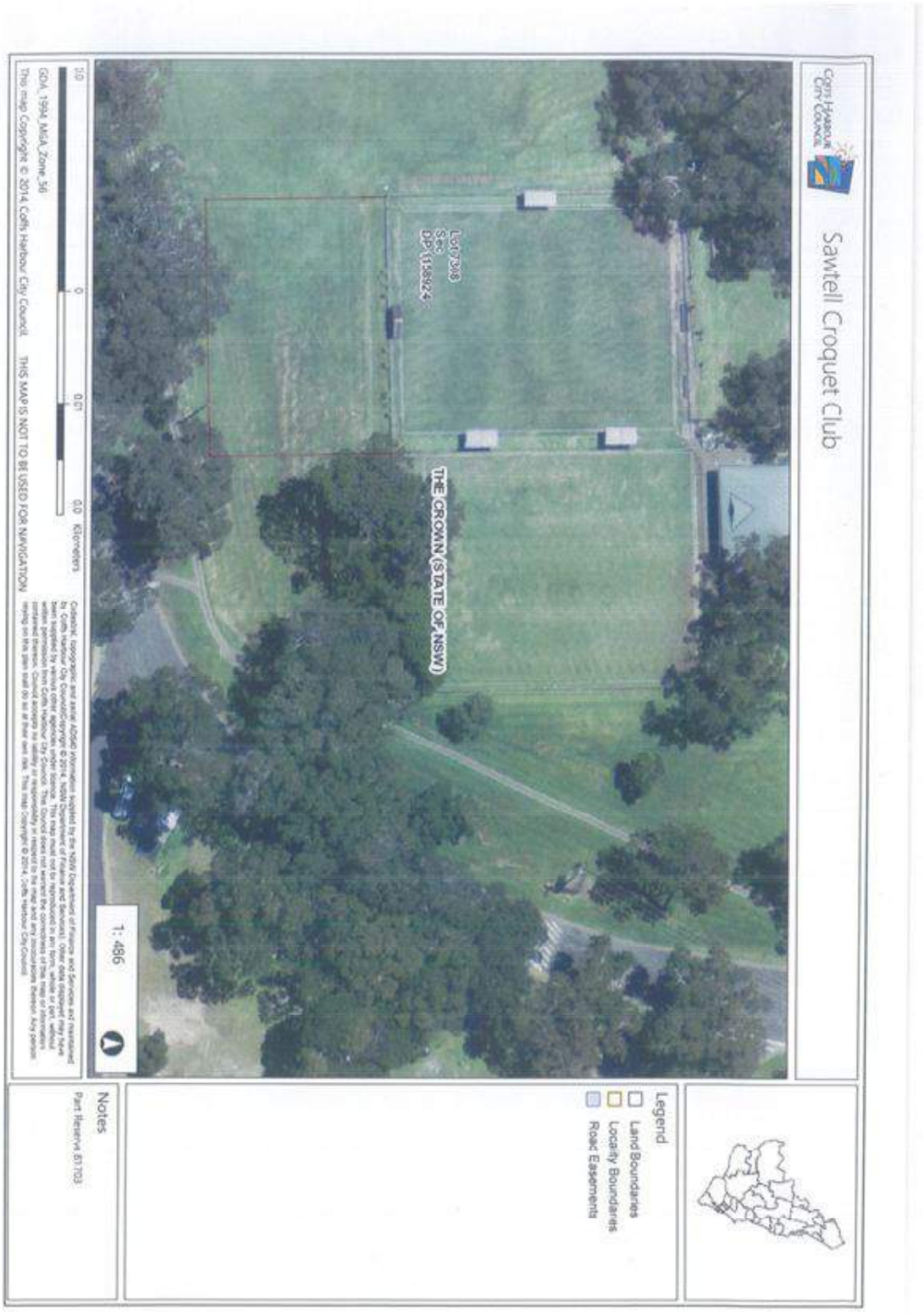
The Club has been proactive in preparing plans and costs, and has organised funding for the project in readiness.

In principle support from Crown Lands subject to Council as Reserve Trust Managers resolution has been sought and received.

Attachment

"A"

Map of Proposed additional green – Sawtell Croquet Club Incorporated



Attachment

"B"

Plan of Proposed additional green – Sawtell Croquet Club Incorporated

