



**COFFS HARBOUR
CITY COUNCIL**

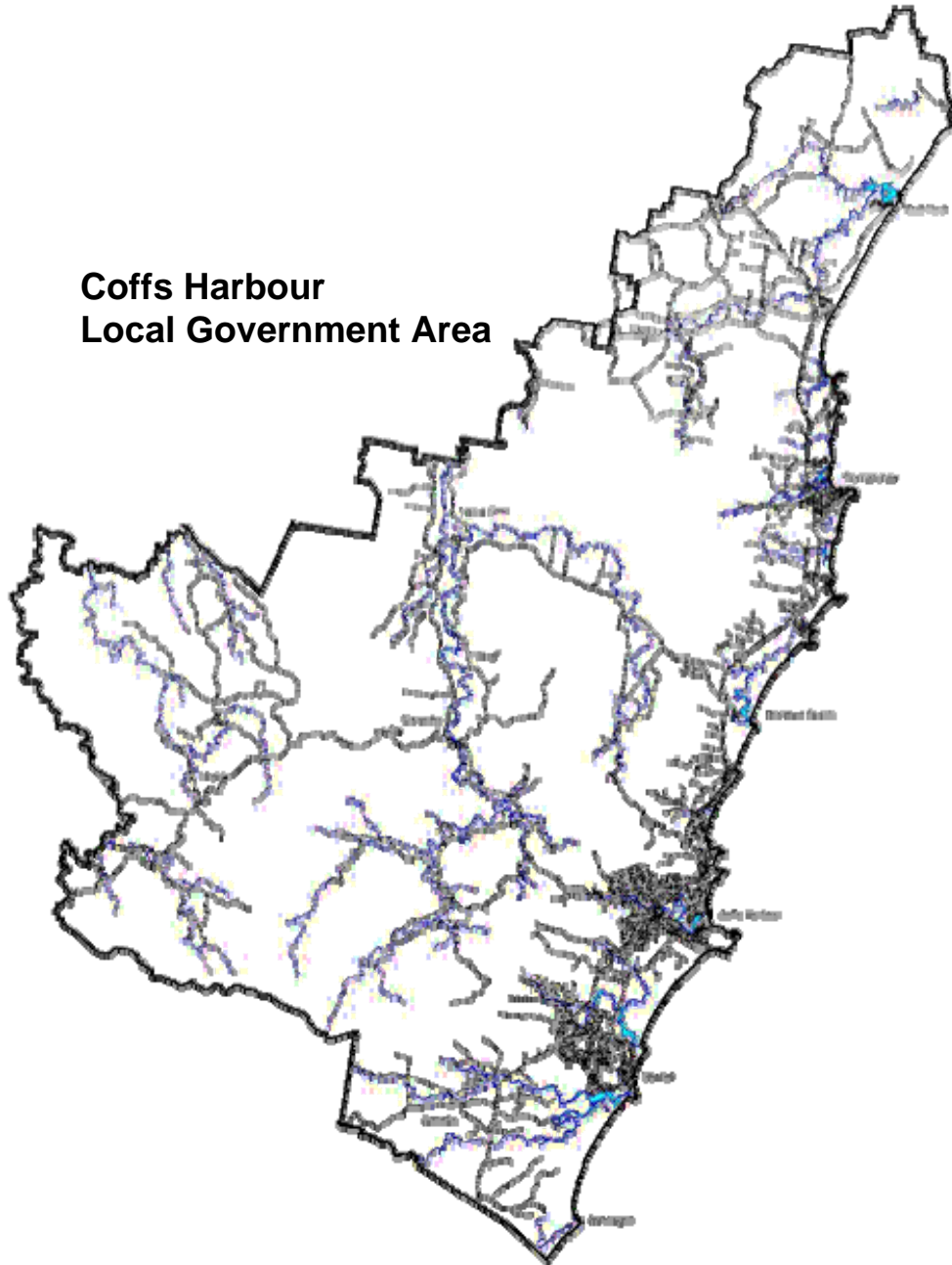
2012/2013 Annual Report

Section 1 – Summary Report

Adopted at the Ordinary Meeting of 28 November 2013

www.coffsharbour.nsw.gov.au

Coffs Harbour Local Government Area



Coffs Harbour is a major regional city on the Mid North Coast of New South Wales, about midway between Sydney and Brisbane.

With a population of over 70,000, the city encompasses a total area of 1,174 square kilometres of land stretching from Red Rock, south to Bundagen and west past Brooklana and Lowanna.

The traditional home of the Gumbaynggirr people, Coffs Harbour was opened up by European settlers in the second half of the nineteenth century.

The humble agricultural centre has since evolved into a vibrant, coastal city with an expanding economy based on tourism, retail, manufacturing and construction, government services, education and the health industry.

The region is renowned for its ecological diversity – half of the Local Government Area is dedicated as reserves, parks, National Parks and State Forest holdings – and is bounded offshore by the Solitary Islands Marine Park.



COFFS HARBOUR CITY COUNCIL 2012/2013 ANNUAL REPORT – SECTION 1 – SUMMARY REPORT

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COFFS HARBOUR CITY COUNCIL – VISION

Our Vision

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

Our Purpose

To make Coffs Harbour a better place to live, as a regional city for present and future communities

Our Strategic Direction

The Coffs Harbour 2030 Community Strategic Plan guides all Council activities across five strategic Themes:

- *Learning and Prospering*
- *Looking after our Environment*
- *Places for Living*
- *Looking after our Community*
- *Moving Around*

Council's 2012/2016 Delivery Program and 2012/2013 Operational Plan are aligned with the five 2030 Themes and an additional Theme – *Our Council*

Our Standards

- Council will work to ensure that interaction with the community we serve is conducted with impartiality and fairness, honesty and trust, courtesy and respect.
- We will adapt to community needs, be innovative in the provision of services, and businesslike in the stewardship of the community's resources.
- We will deliver friendly, effective, efficient and timely services.

Our Corporate Goals

- Corporate Sustainability
- Respect for the individual, whether customer or employee
- The pursuit of excellence
- Outstanding customer service

Our Core Values

- Teamwork
- Effective Communication
- Professionalism
- Innovation
- Integrity
- Achievement

Our aim is to help Coffs Harbour fulfil the city's enduring motto: *"Progress and Prosper"*.

FOREWORD TO THE 2012/2013 ANNUAL REPORT





Denise Knight
Mayor, City of Coffs Harbour





Steve McGrath
General Manager

A lot happens in twelve months in Local Government. 2012/2013 has certainly been busy for Coffs Harbour City Council, as this Annual Report clearly illustrates.

The list of achievements is always gratifying, especially for a Council still finding its feet after the local government elections of September 2012. The tally includes major construction works such as the new Hartleys Bridge at Coramba, the \$2.8m South Coffs Sewer Pump Station and Rising Main Project, the city's ongoing, multi-million-dollar Flood Mitigation program, the redevelopment of public amenities in Park Avenue, and important improvements at the Coffs Harbour Regional Airport.

The addition of Tiger Airways helped the airport set a new record for passenger numbers, reinforcing the facility as a driver for the local economy. Council's contribution to economic growth continued through the successful operations of Coffs Coast Tourism and Marketing, the Coffs Coast Holiday Park network, the Coffs Coast Growers Markets and the preparation of Council's Economic Development Strategy. The adoption of the Coffs Harbour Local Environmental Plan represents a significant milestone in creating a blueprint for future development across the city, while a range of environmental strategies continue to be implemented to help protect and promote the unique nature of our region.

Community programs, the provision of sporting and recreational facilities, a long-term strategy for the Harbour Foreshores, road safety and sustainable transport initiatives – the list goes on. Council really does a great deal, year in and year out, to make this a wonderful place to live and prosper, in line with the aspirations identified in the Coffs Harbour 2030 Community Strategic Plan.

However, Council also has to confront the ever-present challenge of trying to meet community expectations when only limited resources are available. Much of the year has been spent in an ongoing service review, looking for savings, more cost-effective ways of doing business and new income streams. This process will be stepped up in 2013/2014, as Council engages with the community to determine a resourcing strategy to ensure the organisation has the financial sustainability to be able to continue to serve the city.

The Annual Report is an opportunity for us all to take stock of Council and its contribution to Coffs Harbour. In doing so, we should acknowledge the people who make it all happen – the Councillors, the workforce and our army of volunteers and helpers. Everybody works together to deliver great outcomes because we are all proud to be part of one unique community.

ELECTED MEMBERS

List of Councillors and Committees of Council

Mayor, Councillor Denise Knight

Represents Council on:

- Environmental Working Group
- Coffs Harbour Regional Airport Security Committee
- Coffs Harbour Airport Emergency Committee
- Airport Focus Group
- Local Emergency Management Committee
- Australia Day and Special Events Committee
- Yandarra Aboriginal Consultative Committee
- Mid North Coast Group of Councils



Deputy Mayor, Councillor John Arkan

Represents Council on:

- Governance and Audit Committee
- Orara River Restoration Project Management Committee
- Woolgoolga Business Lands Working Group
- Coffs Harbour Bicycle Users Group
- Yandarra Aboriginal Consultative Committee
- Coffs Coast Regional Park Trust



ELECTED MEMBERS

List of Councillors and Committees of Council *(Continued)*

Councillor Nan Cowling

Represents Council on:

- Access Advisory Committee
- Coffs Harbour Local Traffic Committee
- Coffs Harbour Sports Advisory Committee



Councillor Rodney Degens

Represents Council on:

- Australia Day and Special Events Committee
- Coastal and Estuary Management Advisory Committee
- Coffs Harbour Bicycle Users Group
- Coffs Harbour International Sports Stadium Inc
- Mid North Coast Regional Arts Board
- Transport Working Group



ELECTED MEMBERS

List of Councillors and Committees of Council *(Continued)*

Councillor Garry Innes

Represents Council on:

- Environmental Working Group
- Woolgoolga Business Lands Working Group
- Floodplain Management Advisory Committee
- Solitary Islands Marine Park Advisory Committee



Councillor Bob Palmer

Represents Council on:

- Coastal and Estuary Management Advisory Committee
- Yandarra Aboriginal Consultative Committee
- Mid North Coast Bush Fire Management Committee
- Coffs Coast Tourism Association



ELECTED MEMBERS

List of Councillors and Committees of Council *(Continued)*

Councillor Keith Rhoades AFSM

Represents Council on:

Airport Focus Group

Coffs Harbour International Sports Stadium Inc



Councillor Mark Sultana

Represents Council on:

Woolgoolga Business Lands Working Group

Multicultural Reference Group

Yandarra Aboriginal Consultative Committee

Coffs Harbour Sports Advisory Committee

Coffs Harbour International Sports Stadium Inc



ELECTED MEMBERS

List of Councillors and Committees of Council *(Continued)*

Councillor Sally Townley

Represents Council on:

- Environmental Working Group
- Koala Plan of Management Advisory Committee
- Coastal and Estuary Management Advisory Committee
- Floodplain Management Advisory Committee
- Coffs Coast Regional Park Trust



SENIOR STAFF 2012/2013

General Manager

Steve McGrath



Director City Services

Ben Lawson



Director Corporate Business

Craig Milburn



Director Land Use, Health and Development

Chris Chapman



READING THE ANNUAL REPORT

Section 428 of the Local Government Act sets out the following requirements regarding Annual Reports:	Coffs Harbour City Council Annual Report 2012/2013
<p>(1) Within 5 months after the end of each year, a council must prepare a report (its annual report) for that year reporting as to its achievements in implementing its delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.</p>	<p>This Annual Report relates to Council's activities from 1 July 2012 to 30 June 2013 as directed by Council's 2012/2016 Delivery Program.</p> <p>It was adopted by Council on 28 November 2013.</p>
<p>(2) The annual report in the year in which an ordinary election of councillors is to be held must also report as to the council's achievements in implementing the community strategic plan over the previous 4 years.</p>	<p>The "End of Term" Report was tabled with the outgoing Council on 23 August 2012 ahead of the Local Government Election on 8 September 2012.</p>
<p>(3) An annual report must be prepared in accordance with the guidelines under section 406. [The IPR Guidelines add:]</p> <p><i>The annual report is one of the key points of accountability between a council and its community.</i></p> <p><i>It is not a report to the Division of Local Government or the NSW Government, it is a report to the community.</i></p> <p><i>The annual report focuses on the council's implementation of the Delivery Program and Operational Plan because these are the plans that are wholly the council's responsibility.</i></p>	<p>Council's Annual Report is tabled in three sections:</p> <ul style="list-style-type: none"> – Section 1 is a Summary Report on Council's implementation of its Delivery Program and Operational Plan. It represents an overview of the effectiveness of Council activities in helping to achieve the objectives of the <i>Coffs Harbour 2030</i> Community Strategic Plan. The IPR legislation requires councils to provide this information every six months. – Section 2 is a Statutory Report addressing issues identified in the General Regulation and other legislation; – Section 3 is the Annual Financial Statements.
<p>(4) An annual report must contain the following:</p> <p>(a) a copy of the council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting published by the Department, as in force from time to time,</p> <p>(b) such other information as the regulations or the guidelines under section 406 may require.</p>	<p>At the time of the adoption of the Annual Report Sections 1 and 2 (28 November 2013), Council's annual financial statements had yet to be finalised. The delay was caused by asset accounting issues – related to a comprehensive, ongoing review of all of Council's asset management processes.</p> <p>The annual financial statements were adopted by Council on 27 February 2014.</p>
<p>(5) A copy of the council's annual report must be posted on the council's website and provided to the Minister and such other persons and bodies as the regulations may require.</p>	<p>Council's practice is to post the adopted Annual Report on its website before 30 November each year.</p>

READING THE ANNUAL REPORT *(Continued)*

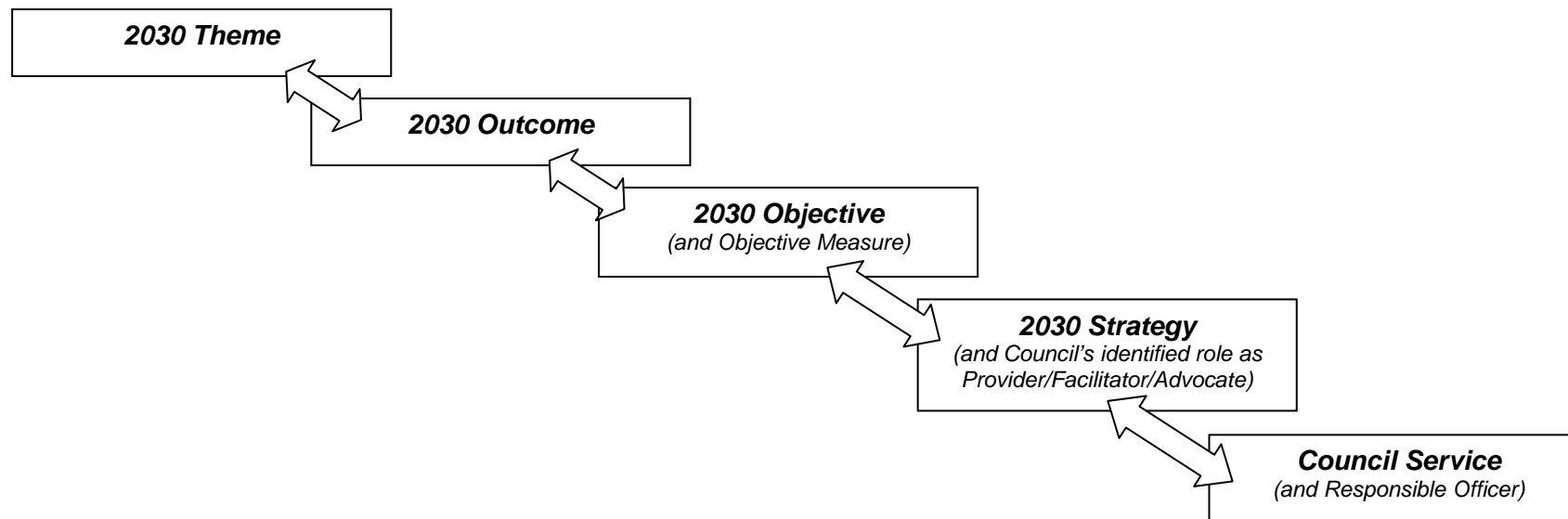
Under the Integrated Planning and Reporting (IPR) framework, NSW councils are required to help their communities develop a long-range Community Strategic Plan – here it is the *Coffs Harbour 2030* Community Strategic Plan (adopted in 2009). Council activities are prepared, implemented and reviewed in response to the objectives of the Community Strategic Plan. To do this, Council has a resourcing strategy (with long term financial, asset and workforce management plans) to support a four-year Delivery Program and a subsidiary, one-year Operational Plan.

The Annual Report focuses on Council's activities and performance in implementing its Delivery Program to address the Objectives of the 2030 Plan.

Following a Service Review in 2011, the 2012/2016 Delivery Program integrated Council's new, operational framework with the established structure of the 2030 Plan. It identifies 41 Services that match community perceptions of what Council does. These are Council's "principal activities"; they are directly aligned with Coffs Harbour 2030 and encompass all of the projects and ongoing tasks undertaken by Council.

Some Services play a role in implementing more than one strategy and are aligned accordingly. In a number of instances, however, activities relate to the general running of Council as an organisation (eg, Finance, Information Systems, Governance and Legal Services) rather than to a community aspiration identified in the 2030 Plan. To accommodate these Programs and activities, an additional Theme – Our Council – was established within the Delivery Program, with an additional objective and strategies that are consistent with Council's organisational processes.

Illustrated simply, the Delivery Program sets out the following:



The *Coffs Harbour 2030 Plan*, Delivery Program and Operational Plan (and associated Integrated Planning and Reporting documentation) can be accessed at Council's website: www.coffsharbour.nsw.gov.au

READING THE ANNUAL REPORT *(Continued)*

KEY

1. Theme / Responsible Officer
2. 2030 Theme
3. 2030 Outcome
4. 2030 Objective
5. 2030 Strategy/ies
6. Snapshot of Council Activity
7. Service/s serving Objective

1 Learning and Prospering - (Director, City Services)

2 **THEME: Learning and Prospering** (We are a prosperous and learning community)

3 **OUTCOME:** LP3 We have excellent education and lifelong learning opportunities that reflect our community values

4 **OBJECTIVE:** LP3.1 We are recognised as a model of sustainable living.

5 *LP3.1.1 Promote Education for Sustainability programs and policies.*

LP3.1.2 Promote, and engage the community in identifying principles of sustainability as community values.

6 Council Snapshot:

Council continues to work with community groups, education providers, neighbouring local government areas and individuals to establish or enhance programs for promoting sustainable living. The period saw the completion of the Local Food Futures project and the Our Living Coast Regional Sustainability Initiative. The team delivered the annual Sustainable Living Festival (with upwards of 5000 community members participating) as well as a range of community education workshops. The Ambassadors program continued and was recognised with an LGSA environmental award. Community response to these initiatives points to an increasing level of awareness of Coffs Harbour as a centre that pursues sustainability as a common goal.

7 Council Service/s that contribute to achieving this Objective:

S09 ENVIRONMENTAL MANAGEMENT

While maintaining its strong focus on tourism, retail, construction, health services and education, the industry sector in the Coffs Harbour Local Government Area continues to diversify, making the city a key business centre on the NSW North Coast. Traditionally an area of high unemployment, the region has experienced a steady decline in the jobless rate over recent years, although that trend did not continue in 2012/2013 (6.7%, up from 6.3% in 2011/2012).

Council has a role to play – often in partnership with education providers and other agencies – in the roll-out of initiatives to enhance Coffs Harbour’s business environment, broaden its commercial base and create employment opportunities. Embracing technological change is critical to this, as reflected in Council’s Switched on Coffs Digital Strategy and the early, local introduction of the National Broadband Network.

During the year, extensive work was undertaken in developing Council’s broad-ranging Economic Development Strategy. The Strategy is a ‘bottom-up’ approach to economic development. It aims to create an entrepreneurial culture within the City, create new business and employment, expand and grow existing business, and attract investment to the City.

Council’s urban planning, development control measures and open space management continue to be directed at building Coffs Harbour as a centre for sustainable enterprise and living.

Significant Council Achievements in 2012/2013:

- Council launched a free wifi service in City Square in response to community input into the Switched On Coffs Digital Strategy,
- Coffs Harbour City Library :
 - Helping to celebrate the National Year of Reading , programs included ‘The Clunkertons’ booklaunch and cartooning workshop, author talks by Vogel Award-winning novelist, Mandy Sayer, and romantic mystery writer and pilot Helene Young, and story writing workshops with Deborah Abela, the author behind the ‘Max Remy’ series of children’s books.
 - The Coffs Harbour Digital Library service was launched in August 2012 with grant assistance totalling \$27,000 from the Library Council of NSW
 - The Library launched new Language/literacy online learning resources and new e-book and e-audio book lending services.
 - More than 760 people participated in a community engagement process to help develop a draft Library Strategic Plan for local library infrastructure, collections, technology, service delivery and marketing.
 - Special programs and activities were staged through out the year. These included Mental Health promotions, Holiday Storytime sessions in City Square, a Heritage Week event focussing on local shipwrecks, a ‘scambusters’ awareness promotion with the NSW Department of Fair Trading, a presentation by pensioner adventurer Maggie Counihan (author of ‘Bring on the Birthdays’) and a promotion for World Wide Knit in Public Day.

(Continued next page)

Learning and Prospering (Continued)

- Council and the Enterprise and Training Company facilitated a presentation to the local business community by US economist, Michael Shuman, on building the local economy.
- Coffs Coast Growers Market continued its success as a popular CBD attraction with the staging of the “*Show us Ya Dish*” contest (supported by the Coffs Coast Food Alliance and DeLonghi appliances), Healthy Kids Week activities, a heart disease awareness promotion partnered by the Women’s Health Centre and the first official appearance of Coffs Harbour’s newly-appointed Town Crier – Dick Frost.
- Council’s facilitation of the National Broadband Network culminated in February with the official switch-on of the first active high speed broadband fibre area in Coffs Harbour.
- Coffs Harbour’s Regional Airport
 - A new era began on 15 February 2013 when Tiger Airways commenced its passenger flight service to and from Sydney. The selection of Coffs Harbour as its first regional flights destination in NSW was hailed as a massive endorsement of the airport and the region.
 - A major six-month upgrade program of Coffs Harbour Regional Airport was officially unveiled. Completed projects include new access roadworks, the widening of the aircraft parking apron, the installation of a new automated Taxi Control System, and the refurbishment of check-in facilities, terminal amenities and the security screening area.
- The BCU International Stadium:
 - The venue continued to prove its drawing power, selling out all grandstand seats for the pre-season NRL clash between the South Sydney Rabbitohs and the Newcastle Knights.
 - Country v City Rugby League returned to the City for the first time since 2007, and was televised to a National audience.
 - The National Touch Titles returned to the Stadium bringing around 3,000 players, officials, families and fans to Coffs Harbour.
 - A coup for the Stadium and Coffs Harbour was the region’s first ever staging of the international Nitro Circus sports spectacular, a major success attracting 8,000 people.
 - OZTAG held its 7th consecutive National Championships in the City, bringing over 2800 participants and spectators to the City
 - The National Youth Football (soccer) Championships for Boys and Girls also returned, for the 8th consecutive year, in both July and October, bringing soccer’s youth elite, their families and a host of national and international football scouts to Coffs Harbour.
- Council’s Draft Economic Strategy was released for community feedback. It aims to drive the way forward to a strong, vibrant and sustainable local economy for Coffs Harbour.
- Council’s Economic Development Unit hosted a ‘Design-Led Innovation’ Workshop for local business operators with Dr Sam Bucolo, Professor of Design and Innovation at the University of Technology.

Learning and Prospering (*Continued*)

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

OBJECTIVE: LP1.1 Our businesses and industries are future-driven, smart, innovative and green.

LP1.1.1 Develop markets around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries.

LP1.1.2 Establish and promote the Coffs Coast as a lifestyle location for global workers.

LP1.1.3 Identify future workforce needs of existing and emerging industries.

LP1.1.4 Encourage innovation and leadership in sustainable business practices.

Council Snapshot:

During 2012/2013, Council continued to work with the business sector and a range of agencies to help position Coffs Harbour to capitalise on new marketplace opportunities.

The early roll-out of the National Broadband Network (NBN) in the Coffs Harbour region (facilitated with the support of Council) and the implementation of the “Switched on Coffs” Digital Strategy have helped the city to begin to take advantage of the way that technology is changing business practice. The Switched on Coffs TV Audience continued to build with an international reach, marketing to target demographics for relocation from Sydney, Brisbane and Melbourne. Similarly, Switched on Coffs V Teams services were provided to various community and business organisations; planning was underway to expand and utilise the platform for communications at the 2013 Sustainable Economic Growth for Regional Australia (SEGRA) conference to be held in Coffs Harbour in October 2013.

The weekly Coffs Coast Growers’ Markets – in their ninth year – consolidated their role as a focal outlet for local agricultural producers. With about 26 regular stallholders, the markets have seen a number of producers escalate their businesses to shopfront, online and regional wholesaling operations. A 2011 economic impact assessment found the Growers’ Markets brought significant benefit to the CBD:

- Total market attendance of approx. 4,875/week
- Total annual market spend of: \$3,183,960pa
- Total additional spend in City Centre: \$5,768,984
- Total economic impact: \$8,952,944pa

Creative Industry Action Plans were finalised and included in the final draft of Council’s new Economic Development Strategy which was placed on Public Exhibition at the end of May 2013.

Council is a partner in the Coffs Harbour Innovation Centre project and contributes \$10,000 per year - the Enterprise and Training Company (ETC) manages the centre under direction of the board. The Economic Development Unit assists when requested. Regular forums with small business instituted.

Learning and Prospering (Continued)

Tourism on the Coffs Coast stayed strong in 2012/2013; the total number of visitors to the region for the year was 1,746,000 (National Visitor Survey Data), tourism injecting more than \$460million into the local economy annually. Coffs Coast Marketing focused on a number of key strategies to build on visitor numbers, including gaining extensive media coverage in the Sydney region and a special multi-media promotion - the "101 campaign" - to highlight the diversity of attractions on the Coffs Coast. The introduction of Tiger Airways services contributed to a record year at Coffs Harbour Regional Airport (see page 18).

Council's Holiday Parks performed well in difficult financial times with 7.1% revenue growth for the financial year. Trading profits are reasonable in comparison to last year with high electricity costs, water and sewer costs and wage cost all contributing to a softer than expected result, given revenue growth. Lakeside Caravan Park performed poorly due to major capital works which resulted in the park being a construction zone for several key months between August and November 2012.

Council Services that contribute to achieving this Objective:

S07 ECONOMIC DEVELOPMENT

S26 AIRPORT

S23 TOURISM

S35 HOLIDAY PARKS

OBJECTIVE: LP1.2 Our economy is strong and diverse and provides a wide range of rewarding employment options which are available to all.

LP1.2.1 Encourage and support the development of high value, sustainable new business and industry.

LP1.2.2 Assist existing business operations to grow as sustainable enterprises.

LP1.2.3 Provide opportunities for all, including the Aboriginal community, to contribute to the local economy.

Council Snapshot:

There is a broad variety of business and industry in Coffs Harbour; in fact its industry base is the most diverse on the NSW North Coast. Traditionally an area of higher-than-average unemployment (9.6% in 2005), joblessness has generally eased in recent years. During the period (June 2013), official figures* recorded the area as having a labour force of 34,394. The local unemployment rate was 6.7% in the June Quarter, up from 6.3% for the same period the previous year.

As facilitator, advocate and provider, Council pursues a range of initiatives to help strengthen and diversify the business (and therefore employment) opportunities in the area. Sectors targeted include Education and Training, Health and Wellbeing, Events, Manufacturing, Information Technology and Creative Industries. During the period, substantial work went into the preparation of Council's Economic Development Strategy, a comprehensive blueprint designed to drive the city forward. The Strategy is due to be adopted by Council in 2013/2014.

Learning and Prospering (Continued)

Council continued to provide support to local business by way of providing regular statistical information including the quarterly publication of the Coffs Economic Update providing key economic and business indicators relating to the local economy. The Economic Development Unit supports a database of over 1,000 Businesses and Not-For-Profits currently receiving Council ENews twice monthly.

*Department of Education, Employment and Workplace Relations (DEEWR).

Council Services that contribute to achieving this Objective:

S07 ECONOMIC DEVELOPMENT

S18 PROPERTY

S23 TOURISM

S10 EVENT MANAGEMENT

S21 SPORT

OBJECTIVE: LP1.3 Our young people work, live and study here.

LP1.3.1 Encourage the provision of facilities, services and resources which attract and support young people.

LP1.3.2 Develop and promote the Coffs Coast as a model for sustainable living.

Australian Bureau of Statistics Regional Catalogue National Regional Profile 2007-2011		
	2007	2011
Coffs Harbour Total Population	68,528	70,933
Coffs Harbour % Aged 15-24 Years	12.7%	12.4%
New South Wales Total Population	6,885,204	7,211,468
New South Wales % Aged 15-24 Years	13.7%	13.3%

Council Snapshot:

As part of the development of the Economic Strategy, Council worked with the existing Education and Skills Group to identify their role in Economic Development, establish priorities and develop an Industry Action Plan to maximise opportunities for local young people. 'Switched on Coffs TV' has been developed to include a focus on Youth, in particular engaging more effectively with young people and providing information on opportunities for them within the region. Council continued to explore and promote initiatives to host major attractions and events in the city - including the Buskers Festival, Christmas Celebrations, Children's Day, Harmony Day, NAIDOC Week, Nitro Circus and a range of sporting events – with a focus on youth engagement.

Learning and Prospering (Continued)

Recognising the high value young people place in sustainability, Council continued to implement a range of community sustainability programs during the year including Green Schools, Healthy Homes, Ambassadors, Local food, Coffs Harbour Environmental Youth Experience and the annual Sustainable Living Festival.

Council Services that contribute to achieving this Objective:

S07 ECONOMIC DEVELOPMENT

S09 ENVIRONMENTAL MANAGEMENT

S10 EVENT MANAGEMENT

OUTCOME: LP2 We have a lively and diverse city centre

OBJECTIVE: LP2.1 Our city centre is a place where people can live, work and play.

LP2.1.1 Establish and maintain a balanced mix of retail and residential opportunities.

LP2.1.2 Develop the city centre as a social and cultural focus for Coffs Harbour.

LP2.1.3 Develop accessible spaces for people to meet, relax and interact that are safe, attractive and vibrant.

Council Snapshot:

Extensive consultation was undertaken with the community to finalise the CBD Masterplan to direct the ongoing revitalisation of the City Centre. The Masterplan works will proceed in 2013/2014 following IPART's approval of Council's application to extend the CBD Special Rate for ten years. Other major projects advanced including the planned redevelopment of Brelsford Park (featuring a skate facility) and the new Coffs Harbour Museum.

The roll-out of free wifi in the City Centre Markets, the weekly Growers Markets and Christmas promotion activities were among the Council initiatives in 2012/2013 aimed at enhancing the use and vibrancy of the CBD. Retail and residential opportunities are prominent in the new Coffs Harbour Local Environmental Plan (adopted in December), and CBD garden and roundabout presentations continue to generate positive feedback for Council.

The annual Buskers Festival continues to be a signature attraction for the City Centre. In 2012/2013, the event drew over 22,000 attendees (50% of attendees at weekend shows had travelled from outside the region whilst 35% of attendees at the weekday shows were from outside the region). The Festival featured 100 shows throughout the 9-days with performers from Canada, the US, New Zealand, Japan and Australia.

The year also saw a vote of business confidence in the City Centre, with major investment in the redevelopment of the Coffs Central shopping centre.

Learning and Prospering (*Continued*)

Council Services that contribute to achieving this Objective:

S07 ECONOMIC DEVELOPMENT

S14 LANDUSE PLANNING

S17 PARKS AND FACILITIES

OBJECTIVE: LP2.2 Our commercial areas are connected.

LP2.2.1 Design and plan for development, infrastructure and transportation that connects our commercial areas.

Council Snapshot:

Through its planning instruments, Council encourages development that assists in connecting the various commercial areas of the city in a physical and hierarchical sense. Council's Business Lands Strategy promotes the value of establishing a connection within the commercial centres, a policy enforced through Council's assessment of the potential impacts of commercial development on the primacy of the City Core. Following a comprehensive community engagement process, the Coffs Harbour Local Environmental Plan 2012 and Development Control Plan 2012 were adopted in December 2012. Both are consistent with the strategies of the 2030 Plan and reinforce the need to connect the three primary commercial areas of the City, ie the City Core, the Jetty Village and Park Beach.

Council Services that contribute to achieving this Objective:

S14 LANDUSE PLANNING

S30 DESIGN

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

OBJECTIVE: LP3.1 We are recognised as a model of sustainable living.

LP3.1.1 Promote Education for Sustainability programs and policies.

LP3.1.2 Promote, and engage the community in identifying principles of sustainability as community values.

Council Snapshot:

Council continues to work with community groups, education providers, neighbouring local government areas and individuals to establish or enhance programs for promoting sustainable living. The period saw the completion of the Local Food Futures project and the Our Living Coast Regional Sustainability Initiative. The team delivered the annual Sustainable Living Festival (with upwards of 5000 community members participating) as well as a range of community education workshops. The Ambassadors program continued and was recognised with an LGSA environmental award. Community response to these initiatives points to an increasing level of awareness of Coffs Harbour as a centre that pursues sustainability as a common goal.

Learning and Prospering (Continued)

Council Services that contribute to achieving this Objective:

S09 ENVIRONMENTAL MANAGEMENT

OBJECTIVE: LP3.2 We share the aspirations, knowledge, skills and history of all in our community.

LP3.2.1 Promote a culture of lifelong learning.

LP3.2.2 Facilitate shared learning and skill sharing opportunities across generational and cultural groups.

LP3.2.3 Develop Aboriginal learning opportunities.

Council Snapshot:

During the year, Council co-ordinated a number of activities to encourage life-long and intergeneration learning, activities which extended beyond the expected role of Council as a facilitator and advocate for this objective. These include tutoring, programs and resources through the Library Service and intergeneration learning through multicultural activities, the Coffs Ambassadors program and the annual Sustainable Living Festival. Statistical information on participation rates and the nature of those participating show a positive trend.

Council Services that contribute to achieving this Objective:

S01 ARTS AND CULTURE

S03 COMMUNITY SERVICES

S07 ECONOMIC DEVELOPMENT

S15 LIBRARY

OBJECTIVE: LP3.3 Our education systems link strongly to the community and business.

LP3.3.1 Develop strong and effective partnerships between business, the community, educational institutions and government.

LP3.3.2 Support the provision of vocational education related to future needs.

LP3.3.3 Increase access to educational opportunities for all.

Council Snapshot:

In Council's role as facilitator and advocate, negotiations have continued in attempting to address 'gaps' in educational programs and the provision of skills in the local community and business sector.

During the year, Council's Economic Development Unit continued to engage with the Education sector in the development of the Education and Skills Industry Action Plan for inclusion in the Draft Economic Strategy (scheduled for adoption in 2013/2014). Council also maintained its role as a key stakeholder in the Innovation Centre located at Southern Cross University, providing links between the University and the Business Sector.

Council Services that contribute to achieving this Objective:

S07 ECONOMIC DEVELOPMENT

Learning and Prospering *(Continued)*

Coffs Harbour Regional Airport






Coffs Harbour regained its momentum in 2012/2013 in terms of the number of passengers using the airport. The year-end total of 356,126 set a new record for the facility.

Year ending	Passenger Numbers
June 2013	356,126
June 2012	334,363
June 2011	338,534
June 2010	318,956
June 2009	318,279
June 2008	335,000
June 2007	322,600
June 2006	318,500
June 2005	271,800
June 2004	237,000
June 2003	211,000

Coffs Harbour Airport continued to upgrade facilities and services throughout the reporting period to maintain the high standard of the business. Major achievements included:

- On 15 February 2013, Tiger Airways commenced its passenger flight service to and from Sydney. The selection of Coffs Harbour as its first regional flights destination in NSW was hailed as a massive endorsement of the airport and the region.
- A major upgrade program was completed. Projects included new access roadworks, the widening of the aircraft parking apron, the installation of a new automated Taxi Control System, and the refurbishment of check-in facilities, terminal amenities and the security screening area.
- Design work was completed and a tender let for the Airport Runway Overlay project.

Learning and Prospering – Projects 2012/2013

Service	Activity	2012/13	Progress	Status	
Airport	P350.07	Airport Runway Overlay - Prepare Design Plans and Specifications and Tender Documents	Design and tenders completed. Contract awarded. (Construction in 2013/2014)		25%
Sport	P375.10	Review/Renew Stadium naming rights agreement and signage agreements	Tender released April 2013 and no formal submissions received. On 27 June Council delegated authority to the General Manager to negotiate directly with interested parties. New contract expected to be in place August 2013.		0%
Governance	P410.02	CBD Masterplan works - dependant on Special Variation approval	The CBD Masterplan was placed on exhibition. 195 submissions were received making over 960 comments. Overall the response was very positive. Following adoption by Council, the Masterplan formed the centrepiece of a successful CBD Special Rate application. Work will commence in 2013/2014.		100%
Economic Development	P517.04	Rate Variation - funded projects - \$156,020	See Tables page 21		100%
Economic Development	P517.23	Implementation and review of Switched on Coffs Digital Strategy	The work of the EDU has translated to the following activities bringing dollars, services and knowledge into the local economy: <ul style="list-style-type: none"> - Free Wi-Fi activated in the City Centre. - Partnership exploration with Huawei, SCU, IBES and Melbourne University. - Digital Enterprise Program contract finalisation. - Investigation into participation in Living Labs Global Awards 2012. - Proposal developed for attendance at Smart City World Congress. - Preparation for participation in Telework week. 		100%

Learning and Prospering – Projects 2012/2013 (Continued)

Service	Activity	2012/13	Progress	Status	
		Implementation and review of Switched on Coffs Digital Strategy (Continued)	<ul style="list-style-type: none"> - T.H.E. EXCHANGE (partnership with RDA – information on NBN abilities). - Digital Enterprise Program (Federal Government funded program providing business with capabilities of high speed broadband (\$275,000). - Switched on Coffs.TV (Promoting Coffs Coast Business and Lifestyle to the world attracting sponsorship of approx \$90,000 over 2.5 years). - E- Business Newsletter. - Coffs Coast Jobs (www.coffscoastjobs.com.au). - Coffs Coast Health Website (www.coffscoasthealth.net.au). - NBN Hub Program \$350,000 (Coffs Coast Community College). - Digital Local Government \$375,000 (CHCC). - NBN Telehealth Pilot Program \$2.7million (Feros Care). - SCU / CSIRO & NSW Dept Housing are all preparing to deliver digital programs with funding from Gov and assistance from EDU. - Digital Enterprise Library collection. - NBN co- ordination 		

Learning and Prospering – Projects 2012/2013 (Continued)

2008 Rate Variation - funded projects – Economic Development

Variation Yield including Revotes (\$)	Economic Development Projects / Activities 2012/2013	Rate Variation Funds (\$)	Actual (\$)	Revote ** (\$)	Comments
156,020	Events Facilitation	63,000	63,000	0	(See table below)
	Buskers Festival	74,553	74,553	0	Funding difference between revenue & expense
	Business Development Workshops	4,336	4,336	0	
	Community Economic Development Program	14,131	14,131	0	
	Totals	156,020	156,020	0	
<i>** Funding carried forward into subsequent financial year.</i>					

Events Facilitation 2012/2013 (From Above Table)	
Description	Actual (\$)
NNSWF Events Package	8,000
Golf Bonville	4,000
Australian Junior Surfing Titles	5,000
Festival of Sail	1,000
BMX State of Origin Titles	1,000
Coffs Half Marathon / Fun Run	2,000
NSW Country Cycling Champs	500
Pittwater - Coffs Marketing	5,000
Outriggers	2,000
Tri Coffs	10,000
Nitro Circus	13,000
Short Sharp Industry Development Partnership	1,500
Fuelarama	10,000
Total	63,000

Coffs Harbour's well-established standing as a regional growth centre appeared to mark time in 2012, with the official statistics suggesting the city recorded a negligible increase in population. The 70,990 residents are drawn from a range of backgrounds and cultures and have a wide spectrum of needs and interests. Council works with other government and community agencies to deliver a variety of initiatives that address health, safety and crime prevention issues, encourage intergenerational connectedness and target specific community sectors including young, aged, Aboriginal and disadvantaged people.

Other programs and activities are also facilitated by Council to help encourage a sense of community and inclusiveness, and to promote pride in Coffs Harbour. Council assists with the staging of events, festivals and promotional activities to help celebrate the community's diverse Indigenous and multicultural heritage. A number of programs are in place to support artistic and creative expression, including those associated with the Jetty Memorial Theatre, the Regional Art Gallery, the Bunker Cartoon Gallery and the Museum.

Significant Council Achievements in 2012/2013:

- Council launched Coffs Connect - a website for connecting communities in Coffs Harbour that aims at being a central online source of information, events and contacts and a space where the community can share ideas and inspiration. Almost 500 community groups and service providers are listed.
- Council assisted the local Aboriginal Community in the staging of a program of activities to celebrate NAIDOC Week 2012.
- The popular annual Multicultural Harmony Festival, which celebrates Coffs Harbour's diverse community, won the 2012 Local Government Managers Australia NSW Excellence in Diversity Award. Organised by Council's Multicultural Reference Group, the 2013 Festival again brought thousands of visitors to the Regional Botanic Gardens in March to share cultures, dance, music, food, activities and workshops.
- Other attractions at the Botanic Gardens included the annual Japanese Festival of Children's Day as well as a family picnic day as part of Refugee Week.
- The Bunker Cartoon Gallery continued its busy schedule of exhibitions during the period. Highlights included:
 - The 2013 return of the popular Bald Archy Prize portrait exhibition.
 - The Bushveldt to Bunker exhibition by local artist Richy Barber (paintings of the landscape and people of Africa)
 - The 'DesignTECH' exhibition of the most exceptional Major Design Projects from the 2011 Higher School Certificate Design and Technology course.
 - The 'Terra Natura' pottery show by the local Coastal Claymakers group.
 - The 'All New Cartoons' collection by award-winning 17-year-old cartoonist Dahna Knight.
 - Shows celebrating the work of cartoonist Monty Wedd, photographer Jayne Shephard, and graphic novelist and Bald Archy finalist, Louise Graber.
 - An exhibition of fascinating military equipment owned by local enthusiast and collector Terry Olfen.

(Continued next page)

Looking after our Community *(Continued)*

- Coffs Harbour Regional Art Gallery exhibitions included:
 - ‘Passing by the Tree’ by Nathalie Hartog-Gautier.
 - Sydney-based artist Peter Griffen’s ‘In and Out of Abstraction’.
 - Printmaker Deborah Williams’ ‘Dialogue of the Dog’ and emerging artist Jane Wilson’s portrait show entitled ‘about face’.
 - The unveiling of the Gallery’s signature event in November with the opening of the prestigious Eutick Memorial Still Life Award (EMSLA) exhibition and Festival.
 - Photography shows featuring the work of David Hempenstall, Tanja Ackerman and John Hart.
 - ‘Curious watcher’ by Sydney-based figurative artist Steve Lopes.
 - ‘Iconic Works 1997-2013’ by acclaimed Adelaide artist Annette Bezor’s.
 - The gallery also staged a Manga Drawing Workshop for High School students in Youth Week (with award-winning professional designer and illustrator Matt Lin), a quilting workshop titled “Butterflies and Blossoms” and the continuation of the ‘LMA Four Seasons of Opera’ series.
- Developed with extensive community consultation, the Cultural Policy and Cultural Plan 2013-2016 – a blueprint for the arts, culture and creative industries in Coffs Harbour - was approved by Council in February 2013.
- Council reinvigorated Coffs Harbour’s 2013 Australia Day celebrations as a community festival event at the Regional Botanic Garden.
- Donated books and computer equipment were transported to the Port Vila Public Library in Vanuatu in March as part of a joint charity effort staged by Council and Coffs Harbour Rotary Daybreak club.
- The Jetty Memorial Theatre offered a wide and varied program of productions including Flickerfest, Chicago the Musical, Peter Fitzsimons, Sea Witch, Bruce Mathiske, Brilliant Lies, David Helfgott scholarship concert and the Grigoryan Brothers. The many shows attracted a total of 16,000 patrons to the theatre during the year.

Looking after our Community (Continued)

OUTCOME: LC1 We are healthy and strong

OBJECTIVE: LC1.1 We take pride in Coffs Harbour as a strong and adaptable community.

LC1.1.1 Build pride and identity in Coffs Harbour as a community and a place.

LC1.1.2 Develop community resilience to change including disaster preparedness and response mechanisms.

Council Snapshot:

Emergency Management services were tested in January and February 2013 with natural disasters occurring in both months. The established systems proved adequate, especially the early warning flood alarm system. The storm damage was significant to private property and public infrastructure. In the wake of the February event, Council provided a free green-waste drop-off service for affected property owners.

As a key stakeholder in the Coffs / Bellingen Local Emergency Management Committee, Council continued to work with other agencies throughout the year to develop and promote strategies to help the city to be ready for natural disasters and climate change.

The strong number of members of the community volunteering and participating in civic and community events and activities continued to point to a significant level of community pride in Coffs Harbour.

Council Services that contribute to achieving this Objective:

S03 COMMUNITY SERVICES

S29 CORPORATE INFORMATION SERVICES

S17 PARKS AND FACILITIES

S04 COMPLIANCE

S07 ECONOMIC DEVELOPMENT

S10 EVENT MANAGEMENT

S08 EMERGENCY MANAGEMENT

OBJECTIVE: LC1.2 We lead healthy lives supported by comprehensive health care services.

LC1.2.1 Promote healthy living.

LC1.2.2 Seek to provide a full range of quality health care services for all.

LC1.2.3 Build structures and programs that address health care issues specific to the mid north coast.

Council Snapshot:

The provision or involvement in community development/capacity building programs is a core, ongoing role of Council's Community Development Team. During the year, Council continued to work in partnership with external agencies on positive initiatives including Mens Health Week activities, Mental Health promotions and Ageing Well programs.

Looking after our Community *(Continued)*

Council continues to provide information and opportunities for health professionals from both the local area and further afield; the Coffs Coast Health website has been maintained to help promote the region as a work and lifestyle choice for medical and health practitioners.

Council Services that contribute to achieving this Objective:

S03 COMMUNITY SERVICES

S07 ECONOMIC DEVELOPMENT

S04 COMPLIANCE

S13 HEALTH

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

LC1.3.1 Promote a safe community.

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

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

Council Snapshot:

Through its Community Development Team, Council facilitates and partners in a range of activities, events or programs aimed at building the capacity of Coffs Harbour as an inclusive and caring community. A busy schedule of initiatives was implemented in 2012/2013 including:

- Participation in Men's Health Week activities with an Expo being held in the City Square.
- Participation in Mental Health Month activities, an Ageing Well Expo and supporting events for International Day of People with a Disability.
- Co-ordination of a new approach to marking Australia Day with the staging of a family-orientated celebration at the Botanic Gardens involving citizenship ceremony, awards, entertainment, fun Aussie games and food.
- Participation in regional planning examining issues around homelessness and affordable housing.
- Staging the Seniors Week program (17-24 March 2013) including seniors awards, tech-savvy seniors program, art workshops and exhibitions, dance classes, games, kayak tours, indoor bowls, health and mobility education sessions, exercise classes and more.
- International Women's Day initiatives were also held in March in partnership with the Women of the World and Coffs Business Womens Network.
- Council's access committee finalised the development of a Tradies Guide to Good Access.

Importantly, Council also plays a significant role by providing subsidised rental premises for community-based welfare and support services and through the provision of a service directory framework including the Coffs Connect online community networking tool.

Council continues to facilitate safety awareness initiatives, including through the provision of its City Lifeguard service (see page 31) as well as its participation in the regional Local Government crime prevention network.

Looking after our Community (Continued)

Council Services that contribute to achieving this Objective:

S03 COMMUNITY SERVICES

S06 DEVELOPMENT ASSESSMENT

S13 HEALTH

S17 PARKS AND FACILITIES

S04 COMPLIANCE

S07 ECONOMIC DEVELOPMENT

S16 LIFEGUARDS

OUTCOME: LC2 We are engaged and connected and work together to live sustainably

OBJECTIVE: LC2.1 Our community is caring and connected with strong intergenerational communication and understanding.

LC2.1.1 Build respect through interaction and communication.

LC2.1.2 Create community structures which capitalise on intergenerational knowledge, experience and capacity.

Council Snapshot:

Community engagement is a key element in the development and implementation of Council programs and activities at all levels. The sense of being connected is intrinsic to - and promoted through – the community networks and agencies that exist to serve the needs and aspirations of people from all walks of life across Coffs Harbour. Council helps to support and enhance this level of connection through its contributions to a range of community capacity-building initiatives, including those noted in LC1.3.

In many cases, community development initiatives cannot progress without facilities to serve as venues or bases. Council implemented a number of projects associated with the provision and management of Community Facilities in 2012/2013 including:

- The Finalisation of Council Venues for Hire web site;
- Vandalism prevention at Bayldon Community Centre;
- Flood damage repairs and grant application development for Nana Glen Equestrian Centre;
- Completion of a fire evacuation plan, security improvements and improved energy efficient light fittings at Woolgoolga Community Hall;
- The installation of motorised roof exhaust fans and the completion of a grant application for the upgrade of court lighting at Sportz Central; and
- Continued advertising for new hirers for Bayldon Community Centre.

Council Services that contribute to achieving this Objective:

S03 COMMUNITY SERVICES

S21 SPORT

S37 MEDIA

S10 EVENT MANAGEMENT

S28 CORPORATE PLANNING

S31 DIGITAL E-LEADERSHIP

Looking after our Community (Continued)

OBJECTIVE: LC2.2 We welcome civic leadership to help achieve better outcomes for Coffs Harbour.

LC2.2.1 Enable and support all levels of government to serve the local community.

LC2.2.2 Facilitate working together more effectively to secure better outcomes.

Council Snapshot:

The staging of the 2012 Local Government elections (on 8 September) represented an opportunity for the community to exercise its democratic right to appoint the city's civic leadership team for the next four years.

Council and the State and Commonwealth levels of government have continued to work effectively together in identifying and funding a range of projects to address local and regional issues. Various government agencies collaborate with Council to help identify and achieve outcomes related to significant areas of concern to the local community including the Pacific Highway, the Jetty Foreshores, major planning issues and coastal zone management.

Council Services that contribute to achieving this Objective:

S03 COMMUNITY SERVICES

S10 EVENT MANAGEMENT

S35 HOLIDAY PARKS

S21 SPORT

S07 ECONOMIC DEVELOPMENT

S09 ENVIRONMENTAL MANAGEMENT

OBJECTIVE: LC2.3 We value our children and young people and offer them all the facilities and services they need in order to achieve their full potential.

LC2.3.1 Build a strong community sense of valuing our children and young people

LC2.3.2 Create facilities and services that allow the community to reach its full development potential

LC2.3.3 Engage youth and children in community consultation and decision making processes

Council Snapshot:

The value and development of children continues to be a focus through many community and cultural events. Among the highlights:

- Council's annual Japanese Festival of Childrens Day was held in May 2013 with approximately 5,000 people attending. The festival was highly successful this year with a focus on engaging families and children through a range of free childrens activities and entertainment, including the debut participation of the Japanese mosaic dance troupe.
- Youth Week was held from 5-14 April 2013 with Council offering small grants of up to \$400 for local organisations to run activities. This resulted in a range of events including; kayaking, surf and ocean awareness lessons, a healthy activity day for local Aboriginal youth, photography workshops and - through a partnership between Council and Headspace - a youth music festival at the Botanic Gardens. The festival including a range of entertainment, service provider information stands and a massive raffle.

Looking after our Community (Continued)

- The Coffs Harbour City Library continued to serve as a focus for development programs for children and young people with growth during the year in initiatives such as Storytime, 'yourtutor' free online tutoring, the 'Ten Minutes a Day' early literacy program and school outreach visits.
- The implementation of a regional "Youth Space" progressed as part of the ongoing Brelsford Park Redevelopment Project within the CBD Masterplan. During the year concept plans for a skate park – a central feature of the space - were finalised, with construction to proceed in 2013/2014.

Council Services that contribute to achieving this Objective:

S03 COMMUNITY SERVICES

S15 LIBRARY

S09 ENVIRONMENTAL MANAGEMENT

S17 PARKS AND FACILITIES

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

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

LC3.1.1 Promote local artistic and cultural expression

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

LC3.1.3 Promote artistic and cultural entertainment opportunities

Council Snapshot:

Visual and performing arts programs continue to be delivered by Council across a range of disciplines and venues:

- The Jetty Memorial Theatre offered a wide and varied program of productions including Flickerfest, Chicago the Musical, Peter Fitzsimons, Sea Witch, Bruce Mathiske, Brilliant Lies, David Helfgott scholarship concert and the Grigoryan Brothers. Total audience numbers for 2012/2013: 16,052
- The Coffs Harbour Regional Art Gallery presented a broad range of exhibitions including Sydney-based artist Peter Griffen's 'In and Out of Abstraction', Photography shows featuring the work of David Hempenstall, Tanja Ackerman and John Hart, and 'Iconic Works 1997-2013' by acclaimed Adelaide artist Annette Bezor. The Gallery's signature event - the prestigious Eutick Memorial Still Life Award (EMSLA) exhibition and Festival – was particularly successful. Other events included youth art and quilling workshops and the continuation of the 'LMA Four Seasons of Opera' series. Gallery attendance for 2012/2013: 11,147
- The Bunker Cartoon Gallery also continued its busy schedule of exhibitions from its collection and visiting works. Highlights included the 2013 return of the popular Bald Archy Prize portrait exhibition, the 'DesignTECH' exhibition of standout Major Design Projects from the 2011 HSC Design and Technology course, and .shows celebrating the work of cartoonist Monty Wedd, photographer Jayne Shephard, and graphic novelist Louise Graber. Bunker attendance for 2012/2013: 6,231

Looking after our Community *(Continued)*

Council also facilitated the 2012/2013 Arts & Cultural Grants Program, approving a total of \$23,400 in grant funding for 16 creative projects run by a range of community groups including the Coffs Regional Band, the Coffs Harbour City Orchestra, Warrina Women and Childrens Refuge Cooperative, Sawtell Arts Group and the Coffs Harbour Arts Council.

Council's new Cultural Policy and Plan were adopted in March 2013 with the implementation of actions and strategies from 2013/2014,

Council Services that contribute to achieving this Objective:

S01 ARTS AND CULTURE

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

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

LC3.2.2 Promote opportunities to celebrate our diversity

Council Snapshot:

The traditional home of the Gumbaynggirr people, Coffs Harbour's proud Aboriginal heritage has been augmented since European settlement so that the local government area today stands as a model of multicultural diversity. This is celebrated through the participation – by people from an ever-widening range of ethnic and cultural backgrounds - in a variety of community events, activities, formal occasions and civic functions.

During 2012/2013, Council continued to work with the Yandarra Aboriginal Consultative Committee to support the promotion and celebration of Indigenous culture through specific events such as NAIDOC Week (with the annual NAIDOC Community Awards) and National Close the Gap Day. Council's Aboriginal Community Development Officer, in partnership with the Indigenous school-based trainee project, managed and coordinated local Youth Week celebrations and assisted with the ongoing development of the Gumbaynggirri Living Culture Exhibition for the Coffs Harbour Museum.

Council staff continued to develop strategies and initiatives to implement its Culturally and Linguistically Diverse (CALD) communities objectives, in line with Council's adopted Multicultural Action Plan 2010-2014. In August 2012, Council received the LGMA Award for Excellence in Cultural Diversity for the staging of its annual Multicultural Harmony Festival held at the North Coast Regional Botanic Gardens. Over 4,800 attended the event that included cultural performances, music, dance, kids activities, information stalls and workshops. Other projects during the year included the development of a refugee beach awareness program and Refugee Week activities for 2013 while the Multicultural Reference Group continued to meet on a monthly basis.

Planning continued on the proposed redevelopment of 215 Harbour Drive (the original Police Station and Court House) as the new Coffs Harbour Museum. The tender process highlighted significant budgeting issues, prompting consideration of alternative procurement methods for the required works. Construction certification approval issues for both the building and civil works were finalised.

Looking after our Community (Continued)

Council Services that contribute to achieving this Objective:

S15 LIBRARY

S07 ECONOMIC DEVELOPMENT

S01 ARTS AND CULTURE

S03 COMMUNITY SERVICES

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

LC3.3.1 Develop inclusive community, sporting and recreational activities

LC3.3.2 Create opportunities for enhancement of the community's sense of well being

Council Snapshot:

The Coffs Harbour community has the opportunity to participate and enjoy a wide variety of events and recreational opportunities, many of them facilitated or supported by Council. High-profile fixtures such as the Buskers Festival, Multicultural Harmony Festival and Sustainable Living Festival are now established as signature events for the city, attracting thousands of people. The Botanic Gardens now host a busy schedule of events; in 2012/2013 these included the Light the Night Walk, the Coffs Fun Run, Botanica, the Japanese Festival of Children Day and the Mothers Day Concert.

In conjunction with the Coffs Harbour Sports Advisory Council, Woolgoolga Sports Council and other community-based organisations, Council facilitates a broad range of sporting activities across the local government area. During the year, the BCU International Stadium served as the focal point for many local, regional, state and national competitive events including the Country vs City Rugby League clash, the Ella 7's, National Touch titles, Girls CHS State cricket, and the Nitro Circus extravaganza.

The feedback received indicated a level of interest, connection and desire by the community to enhance and further develop these opportunities because of the social capital and positive impacts they continue to generate.

Council Services that contribute to achieving this Objective:

S03 COMMUNITY SERVICES

S10 EVENT MANAGEMENT

S17 PARKS AND FACILITIES

S21 SPORT







S01 ARTS AND CULTURE

Looking after our Community *(Continued)*






Lifeguard Services 2012/2013

Service	Detail	Park Beach	Sawtell Beach	Woolgoolga Beach	Diggers Beach	Emerald Beach	Darlington / Lorikeet Park	Corindi	Red Rock	Total
Attendance		161,555	185,452	49,825	64,410	26,085	23,143	12,796	8,150	531,416
Rescues	Tube	0	1	0	0	0	0	0	0	1
	Board	15	8	3	2	1	0	1	3	33
	Other	10	8	0	0	0	0	0	0	18
Rescues - BETWEEN FLAGS		0	2	6	1	1	0	0	0	0
Beach Closed		9	3	0	0	0	0	0	1	13
Patrol Days		294	147	40	52	32	32	32	21	650
Preventative actions	Swimmers	7,123	8,128	550	4,304	244	247	1,060	427	22,083
Law Enforcement	Dogs	84	35	2	58	34	0	0	0	213
	SurfCraft	148	50	76	81	8	0	5	0	368
	Other	11	7	1	1	0	0	0	0	20
First Aid	Marine Stings	6	11	13	16	9	2	2	0	59
	Needle	1	0	0	0	0	0	0	0	1
	Other	19	43	2	10	3	4	0	2	83

Looking After Our Community - Projects 2012/2013

Service	Activity	2012/13	Progress	Status	
Environmental Management	P230.03	Completion of Community Indicators for the 2030 Community Strategic Plan	The Community Indicators were placed on public exhibition with one submission received. The adopted indicators have been included in the updated 2030 plan. Ongoing administration of Indicators to be determined.		100%
Environmental Management	P230.13	Report to Outgoing Council on progress of Coffs Harbour 2030	EOT adopted by Council 23 August 2012. Used as the basis of the CHCC 2011/12 Annual Report adopted 22 November 2012.		100%
Environmental Management	P230.14	Conduct community review of Coffs Harbour 2030 Community Strategic Plan.	Extensive exhibition/engagement period. Community Strategic Plan modified based on relevant stakeholder feedback. Updated CSP (Coffs Harbour 2030) adopted by Council in June 2013		100%
Sport	P375.07	Update Sports Unit Strategic Plan to incorporate a Stadium Business Plan including feasibility of infrastructure projects - dependent on funding availability	Stadium business plan completed 2011. Feasibility project still unfunded so has not progressed any further.		0%
Sport	P375.08	Review CCSLP and Sportsground Plans of Management - dependent on funding availability	Still unfunded; no progress		0%
Sport	P375.09	BCU International Stadium seating upgrade - dependent on funding availability	Subject to approval of revote, the architectural design for the seating upgrade will be completed by December 2014. This will ensure the project is 'shovel ready' (or ready for any relevant funding opportunities).		0%

Looking After Our Community - Projects 2012/2013 (Continued)

Service	Activity	2012/13	Progress	Status	
Sport	P375.10	Review/Renew Stadium naming rights agreement and signage agreements	Tender released April 2013 and no formal submissions received. On 27 June Council delegated authority to the General Manager to negotiate directly with interested parties. New contract expected to be in place August 2013.		0%
Sport	P375.11	Fitzroy Oval Floodlighting Installation	Project completed.		100%
Library	P514.04	Radio Frequency Identification (RFID) system – unfunded	Library Development Grant application was successful with CHCC receiving \$193,650 from the Library Council of NSW to implement RFID in the library. As grant announcements were much later than expected, the project will now take place in 2013-14.		0%
Library	P514.03	Digital Library system – unfunded	Digital Library Project is essentially complete and an acquittal report will be sent to the State Library for the grant funds used in the next quarter. A successful project that showed a high interest in the selected digital resources. The library will continue with its ebook, e-audiobook and e-reader lending service in 2013-14 and will also continue with the language/literacy learning e-resources which received the most usage by library customers.		100%
Community Services	P516.07	Undertake design and development works to refurbish 215A Harbour Drive as a new museum	Tenders advertised, closed and assessed. All tenders received were significantly over budget. Consideration being given to alternative procurement methods for the required works. Development Application and Construction Certificate approval issues addressed for both the building and civil works. Construction expected to begin in October 2013.		20%

The unique environmental characteristics that define Coffs Harbour also demand careful management and conservation if the city is to maintain its allure as a sought-after destination. Environmental awareness in the community is strong and continually reinforced by Council through sustainability education, opportunities for public engagement with strategic planning processes and through a range of specific programs. The focus is local and global, with an increased priority to address the likely impacts of climate change such as sea level rise and coastal recession, and to reduce carbon emissions into the atmosphere through energy efficiency and renewable energy programs.

Many of the environmental activities are collaborative efforts between Council and other agencies and groups. Council's Environmental Levy (EL) initiative is a flagship program that extends the reach of community organisations in helping to conserve the local environment. The successful Coffs Ambassadors program and the ongoing Orara River Rehabilitation project were two high-profile EL ventures to be honoured at the 2012 Local Government Excellence in the Environment Awards.

Conservation principles are also central to the application of Council's planning and development approval processes, as well as underpinning the city's leading edge waste management and resource recovery programs.

Significant Council Achievements in 2012/2013:

- Funding offers were launched in September 2012 for local landowners for environmental works through Council's involvement in the Jaliigirr Biodiversity Alliance.
- Council supported community groups in the promotion of National Tree Day on Sunday, 29 July.
- Council initiated a program to mill timber from trees that have to be removed from public lands, providing sawn timber that can then be used for picnic shelters, boardwalks and other projects.
- In October Council called for community applications for the 2013/2014 round of Environmental Levy funding, with more than \$800,000 available. Projects targeting bush regeneration, environmental weeds, Orara River and Darkum Headland access rehabilitation works and the Koala Plan of Management were among those to secure funding.
- The Regional Botanic Garden was a key venue for the annual Sustainable Living Festival in November, with a variety of speakers, tours and workshops covering a range of environmental interests.
- Council worked with the National Parks and Wildlife Service to protect an important Little Tern breeding area at Willis Creek near Woolgoolga.
- Draft plans that contain measures to help protect the future health and amenity values of the Woolgoolga Lake, Willis Creek and Darkum Creek waterways were placed on exhibition for public comment in November and December.

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Looking after our Environment (*Continued*)

- The Solitary Islands Coastal Walk, a 60 kilometre path that links Sawtell to Red Rock along the coastline, was officially opened on 30 November 2012. The project has been a partnership between Council, the NSW National Parks and Wildlife Service and the Coffs Coast Regional Park Trust. Additional funding was provided by the NSW Environmental Trust through the Our Living Coast program.
- Coffs Harbour City Council performed well at the 2012 Local Government Excellence in the Environment Awards. The Coffs Ambassadors won the overall award in the ‘Communication, Education and Empowerment’ category, while the Orara River Rehabilitation Project team won Division C in the ‘Natural Environment Protection and Enhancement: On-Ground Works’ section.
- For the first time, Council extended its successful Green Schools Sustainability Program to local ‘for profit’ childcare centres as well as all Coffs Harbour primary schools, secondary schools, pre-schools and day care centres. Provided through the Environmental Levy, the program funds student-initiated projects.
- Greenwaste tipped by the community at two temporary sites after a storm in February was ground up for use as mulch and offered free to residents and businesses. More than 2,500 cubic metres was made available.
- Council launched a joint project with the Coffs Harbour Education Campus (CHEC) to undertake vegetation and weed control at Boambee and Newports Creeks to help protect Floyd’s Grass, an endangered plant found only in the Coffs Harbour City Council local government area.
- Council staged a “Get to know your Lake” information day for local residents in the Pipe Clay Lake area as part of a Stormwater Community Education Program to support the new local Estuary Management Plan.
- A solar-powered lighting initiative, enabled by Council’s 2030 community strategic plan and funded by the NSW Environmental Trust, was switched on at Thompsons Road to help make a city pathway safer for pedestrians and cyclists after dark.
- A benchmark assessment of the health of Coffs Harbour’s major waterways was completed by Council to help the future measurement of the success of environmental improvement strategies. The Ecohealth report card programme was undertaken in partnership with a range of state, federal and research agencies.

Looking after our Environment (*Continued*)

OUTCOME: LE1 We understand and value our unique natural environment and its cultural connections.

OBJECTIVE: LE1.1 We are active ambassadors for our environment and we share our skills and knowledge.

LE1.1.1 Identify and promote the region's unique environmental values.

LE1.1.2 Develop programs to actively engage communities on environmental issues and solutions.

Council Snapshot:

The development and management of the Coffs Ambassadors program – a partnership between Council, the National Parks and Wildlife Service and the Solitary Islands Marine Park - continued to build on its success during 2012/2013. The 14 unique tours, with volunteer experts as guides, help promote a variety of the city's environmental and heritage features. During the year, Council won two awards for the Coffs Ambassadors Tours at the NSW Local Government Excellence in the Environment Awards, in the Communications, Education and Empowerment category.

The strong community response to ventures like the Coffs Ambassadors program and to consultation processes relating to environmental matters indicates there is a substantial level of community awareness and engagement in environmental issues.

Council Services that contribute to achieving this Objective:

S23 TOURISM

S09 ENVIRONMENTAL MANAGEMENT

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

LE1.2.1 Support the Aboriginal community in recording cultural and physical connection to country and land management practices.

LE1.2.2 Develop school and community education resources on Aboriginal culture and the land.

LE1.2.3 Encourage pride in Aboriginal culture and history in the Coffs Harbour community through engagement and partnerships with each other.

Council Snapshot:

The level of awareness continues to grow with programs such as those run by National Parks, Council and local Aboriginal groups. A range of cultural awareness programs have been conducted by different sections of the local Aboriginal communities raising awareness of the different aspects of land and the various relationships people have to the land on which they belong.

Looking after our Environment *(Continued)*

During the period, Council worked closely with the local Aboriginal community following the uncovering of Aboriginal Heritage items whilst undertaking works at Lakeside Caravan Park at Woolgoolga. Holiday Park staff, the Local Aboriginal Lands Council and Elders all worked together to produce positive outcomes for the indigenous and wider community.

Council Services that contribute to achieving this Objective:

S09 ENVIRONMENTAL MANAGEMENT

S03 COMMUNITY SERVICES

OBJECTIVE: LE1.3 We have many opportunities for nature experiences and learning through improved access to natural areas.

LE1.3.1 Promote connection to the environment through learning in the environment.

LE1.3.2 Create and extend walking trails and other opportunities for environmental experiences.

Council Snapshot:

As detailed in LE1.1, the success of the Coffs Ambassadors program has indicated a growing level of interest in community access and awareness of the natural environment.

Access to the city's coastal environment was significantly improved during the period with the opening of the 60km Solitary Islands Coastal Walk from Red Rock to Sawtell.

The ongoing enhancement of the North Coast Regional Botanic Gardens and its specific school education programs make a significant contribution towards this objective.

Council Services that contribute to achieving this Objective:

S09 ENVIRONMENTAL MANAGEMENT

S17 PARKS AND FACILITIES

S12 FOOTPATHS AND CYCLEWAYS

Looking after our Environment (Continued)

OUTCOME: LE2 We protect and restore our environment to conserve its unique biodiversity for future generations

OBJECTIVE: LE2.1 Our forests, beaches, headlands, ocean, rivers, forested mountain backdrop, plants and animals are conserved for future generations.

LE2.1.1 Ensure land use management policies and practices conserve the region's unique environmental and biodiversity values.

LE2.1.2 Enhance protection of our marine areas and manage for change.

LE2.1.3 Maintain and conserve biodiversity through protected reserve systems and other land conservation mechanisms.

LE2.1.4 Integrate Aboriginal land and sea management practices into programs that protect our environment.

LE2.1.5 Implement climate change planning, adaptation and mitigation strategies.

Council Snapshot:

The preservation of unique natural assets is a guiding principle in the development and review of Council's planning instruments and landuse controls. During the year, significant progress was made on the completion of the city's major Local Environmental Plans and Development Control Plans – the provisions relating to environmental protection remain consistent with the strategies that serve this 2030 objective.

From an enforcement perspective, Council maintains its strong focus on environmental impacts in assessing any development applications brought before it. The rigorous Environmental Impact Assessment applied to all applications - whether large, medium sized or small – helps to ensure these elements are conserved in an ongoing and consistent manner.

In biodiversity management, a significant milestone was achieved during the period with the finalisation of community consultation and adoption of the Coffs Harbour Fine-scale Vegetation Map. The Fine-scale vegetation map and accompanying reports provide a benchmark for vegetation assessment in the LGA. The maps provide a high resolution interpretation of the 79 vegetation communities across the entire LGA allowing for the development of vegetation restoration and conservation targets and compare these at an LGA, regional and state level. The adoption of the fine-scale vegetation mapping layer provides the foundation to progress further key studies toward the management of biodiversity assets in the Coffs Harbour LGA including delineation of Endangered Ecological Communities, core koala habitat, wildlife corridors, over-cleared vegetation types, old-growth forest and high value arboreal habitat.

Council Services that contribute to achieving this Objective:

**S11 FLOODING AND COASTAL
MANAGEMENT**

S09 ENVIRONMENTAL MANAGEMENT

S17 PARKS AND FACILITIES

S14 LANDUSE PLANNING

S35 HOLIDAY PARKS

Looking after our Environment (*Continued*)

OBJECTIVE: LE2.2 We have active programs to restore and improve our environment.

LE2.2.1 Create community based programs (including youth and elderly) through partnerships with the community, schools and Aboriginal people.

LE2.2.2 Manage our catchments effectively and adaptably.

LE2.2.3 Build ecosystem resilience through a system of local and regional habitat corridors.

Council Snapshot:

Works supported by Council's Environmental Levy and provisions within Council's Local Environmental Plans and Development Control Plan are in line with the strategies that serve this 2030 objective. Other programs supported by Council, the community, and the State and Federal Governments - including Landcare, Dune care, bush regeneration and Botanical Garden initiatives – contribute to an effective, planned, ongoing and strategically-prioritised portfolio of activities. These are enterprises which engender support and engage cross generational, cross cultural and cross socio-economic groups within the community. The growth in numbers of people involved suggests a high level of effectiveness.

Council, in association with regional partners, has secured \$3M of federal government grant funding to undertake restoration works to link habitats in the Coffs Harbour LGA. The Jaliigirr Project will work with landholders to achieve better environmental outcomes in corridors through restoration and rehabilitation works and also allow owners to enter in to the carbon market using the carbon sequestered by biodiverse plantings.

Council Services that contribute to achieving this Objective:

S14 LAND USE PLANNING

S09 ENVIRONMENTAL MANAGEMENT

OUTCOME: LE3 We manage our resources and development sustainably.

OBJECTIVE: LE3.1 We are responsible in the use and management of our natural resources and work to reduce our ecological footprint.

LE3.1.1 Implement total water cycle management practices.

LE3.1.2 Use best practice to prevent pollution impacts on our environment.

LE3.1.3 Ensure our use of natural resources, both marine and terrestrial, is sustainable.

LE3.1.4 Implement programs which make the Coffs Coast region a zero waste community.

Council Snapshot:

During the period, Council joined with local government authorities across north-eastern NSW in the finalisation of the first Regional State of the Environment Report. The preparation of the report was co-ordinated by the Northern Rivers Catchment Management Authority. It identifies the status of a range of environmental indicators at both a regional level and a local level for the 2011–12 financial year and provides environmental benchmarks for councils and natural resource managers to make informed decisions. The report can be accessed at Council's website:

<http://www.coffsharbour.nsw.gov.au/our-environment/Pages/state-of-the-environment.aspx>

Looking after our Environment *(Continued)*

Environmental Health Reporting:

Major land pollution incidents reported: 16 - 100% responded to within 1 hour.

Minor land pollution incidents reported: 177 - 100% responded to within 2 days.

Major beach and estuary pollution incidents* reported: 3 - 100% responded to within 1 hour.

Minor beach and estuary pollution incidents* reported: 12 - 100% responded to within 2 days.

*(*All beach and estuary pollution incidents related to high rainfall and sewer surcharges).*

The best practice Waste Recovery Facility, which provides services to Bellingen, Nambucca and Coffs Harbour Local Government Area processed the following volumes of material during the reporting period:

Coffs Harbour Waste Stream Monitoring – Processing Volumes (in Tonnes)	2010/2011	2011/2012	2012/2013
Green Bin (including Transfer Station equivalent) To Processing Plant	14,361.56	14,162.81	13,737.91
Wastewater Biosolids To Processing Plant	3,544.04	3,665.02	3,300.90
Non-Domestic Organics (Palms, pallets, oversized stumps, etc) To Landfill	470.00	408.32	207.82
Yellow Bin (including Transfer Station equivalent) To Materials Recovery Facility	8,831.78	8,704.95	8,661.64
Non-Domestic Recyclables (including steel, tyres, concrete, soil, etc)	43,491.14	47,485.92	56,504.08
Red Bin (including Transfer Station equivalent) To Processing Plant (average 51.38%* to landfill – 2012/2013)	11,050.56	11,315.06	11,943.24
Non-Domestic Mixed Waste To Processing Plant (Commercial, industrial, litter bins, etc) (average 51.38%* to landfill – 2012/2013)	6,493.52	3,911.50	3,893.66
Direct to landfill(Demolition waste, asbestos, council clean-up, other commercial, etc)	19,632.45	18,070.93	22,114.11
Total	114,862.30	114,639.36	120,363.36

**Recovery affected by recommissioning and significant breakdown)*

Looking after our Environment (Continued)

Council Services that contribute to achieving this Objective:

S30 DESIGN

S20 SEWER

S24 WASTE MANAGEMENT

S25 WATER

S13 HEALTH

OBJECTIVE: LE3.2 We are independent in our energy production and carbon neutral by using efficient, environmentally-friendly, renewable sources of power.

LE3.2.1 Develop low environmental impact renewable energy systems for the region.

LE3.2.2 Promote and adopt energy efficient practices and technologies across the community.

LE3.2.3 Make our region a leader in local, low environmental impact, renewable energy production.

Council Snapshot:

Council continues to monitor the operation of a large solar panel installation at Rigby House as part of an ongoing program to identify other locations where such panels can be installed.

Council continued to implement its Greenhouse Emission Reduction program with a Methane flare system cutting down greenhouse gas emissions at the city's Waste Recovery Facility.

Total CO2 equivalent destroyed*:

2012/2013	11,850 tonnes
2011/2012	9,892 tonnes
2010/2011	15,332 tonnes





*While periods of flare 'downtime' affect annual totals; an ongoing decrease in gas production is anticipated due to the composition of waste now interred (that is, next to no organic waste has been included for a number of years.)

Council Services that contribute to achieving this Objective:



S24 WASTE MANAGEMENT

S09 ENVIRONMENTAL MANAGEMENT

Looking After Our Environment - Projects 2012/2013

Service	Activity	2012/13	Progress	Status	
Finance	P440.04	Environmental Levy Program	2013/14 program formulated and included in adopted Delivery Program. Report submitted to Council on operation of Environmental Levy program and committee membership with recommendations adopted. 2012/13 program review to commence July 2013.		100%
Environmental Management	P230.01	Deliver <i>State of the Environment (SoE)</i> Report	Regional State of the Environment Report completed on-time, submitted to DLG with Annual Report.		100%
Environmental Management	P230.08	Draft and seek endorsement for the Priority Habitats and Corridors Framework (PHACF)	This project will be delayed until all the relevant environmental science layers have been completed in accordance with the Planning Framework for Biodiversity Assets (Biodiversity Action Strategy, page 36.). The process for delivery of the strategy and an Engagement Plan were recently approved by Council.		15%
Environmental Management	P230.09	Draft and seek endorsement for the revised Coffs Harbour Koala Plan of Management 2013 - 2030	<p>The Koala population survey for the northern precinct is complete, the southern and western precinct surveys are imminent following finalisation of project contract.</p> <p>A report to council on the process for development of the new KPOM, methodology and community engagement plan is on the agenda for the 8 August 2013 meeting.</p> <p>The status of being re-instated on to Schedule 1 of SEPP44 is still being debated with the Department of Planning and Infrastructure.</p>		25%

Looking After Our Environment - Projects 2012/2013 (Continued)

Service	Activity	2012/13	Progress	Status	
Environmental Management	P230.07	Implement actions within the Biodiversity Action Strategy 2012 – 2030	This is the first year of an 18-year plan, however, several key actions have been started particularly in relation to strategic planning. Off the back of the Coffs Harbour fine scale vegetation mapping several new layers are being developed including a 'stand-alone' Endangered Ecological Community layer and an Old-growth forest/High Value Arboreal Habitat layer. Koala survey for the northern, western and southern precincts is also well advanced. All three of these products will be sent to council separately seeking endorsement before the end of the 2013 calendar year. These actions meet several of the high priority actions from key themes in the BAS.		100%
Waste Services	P260.05	Northern Beaches Transfer Station construction - awaiting full funding	To be considered as a local project for funding under Waste Less/Recycle More Program in Midwaste Regional Waste Strategy.		0%

2012/2013 Environmental Levy Program

The progress report on the 2012/2013 Environmental Levy Program is tabled separately with Council. See *CB13/51 – Environmental Levy Projects Report 30 June 2013*, adopted by Council on 22 August 2013.

Transport infrastructure issues continued to be dominated in 2012/2013 by the massive upgrade of the Pacific Highway between Sapphire and Woolgoolga. Local road users have largely adjusted to the disruption caused by the ongoing construction works, anticipating that the completion of the \$850M project (in 2014) will provide long term relief to much of the city in terms of the management of highway and local traffic. Council continues to advocate for a Government commitment to proceed with a highway bypass around the Coffs Harbour town centre itself.

The provision, construction standard and maintenance of local roads, footpaths and cycleways continue to represent a critical asset management issue for the city. The shortage of funding inhibits the roll-out of programs needed to address the full extent of this infrastructure backlog. During the period, Council continued a Service Level Review process which – with input from the community in 2013/2014 – will lead to the finalisation of a new resourcing strategy aimed at addressing asset management concerns in a sustainable fashion.

During 2012/2013, Council also worked closely with community groups and other government agencies on a range of measures to improve road safety across the local government area.

Significant Council Achievements in 2012/2013:

- Road safety initiatives included:
 - ,Council provided the free Nightrider bus service for patrons of the 2012 Coffs Cup raceday event.
 - To coincide with the staging of the NAB Coffs Coast Cycle Challenge, Council, Coffs City Rotary Club and Bellingen Shire Council jointly launched the ‘Politely Using Roads’ campaign to highlight how cyclists and motorists can share the road safely.
 - Council, the Police, the local Liquor Accord, taxi firms and bus companies jointly launched the “Plan Your Plan B” program as an extension of their annual ‘don’t drink and drive’ Christmas campaign.
 - Council initiated a program, looking at driver education, signage and engineering options, as well as police patrols, to try to reduce the high number of crashes on one of the city’s worst blackspots - the two-kilometre stretch of Coramba Road/Orara Way west of the Bennetts Road junction.
- Council facilitated its annual “On Ya Bike” Day cycling promotion.
- Council assisted the Pacific City Lions Club to upgrade the popular Lions Bicycle Safety Park in Bray Street.
- A free smartphone app was launched to promote Carpool Mid North Coast, a sustainable transport initiative supported by Council.
- The new Hartleys Bridge across the Orara River at Coramba, was officially opened in May 2013. The replacement structure is Council’s longest and largest timber bridge, spanning 66 metres and 3.6m wide, and is also a metre higher than the previous bridge.

Moving Around *(Continued)*

OUTCOME: MA1 We make best use of an excellent, environmentally friendly public transport system.

OBJECTIVE: MA1.1 We have an integrated, accessible and environmentally-friendly mixed mode transport system.

MA1.1.1 Establish integrated transport hubs in key community centres.

MA1.1.2 Develop renewable energy transport modes utilising existing infrastructure.

MA1.1.3 Plan for new infrastructure and facilities for future renewable energy transport modes.

MA1.1.4 Improve the effectiveness of the existing transport system.

Council Snapshot:

The Public Transport Working Group continued to facilitate transport efficiency improvements and disability access initiatives and provided input on development plans, the City Centre Masterplan and the Jetty Foreshore project.

During the year Council completed its submission to the NSW Transport Master Plan. Negotiations continued with local bus companies and taxi operators to introduce a pilot project for people to access bus timetables using online QR codes. Council also facilitated a Transport stand at the Sustainability Festival with timetable information and give-aways, and launched new online applications to support the Carpool Mid North Coast initiative.

Council Services that contribute to achieving this Objective:

S30 DESIGN

OBJECTIVE: MA1.2 We have policies that support increased usage of public transport and reduced car dependency.

MA1.2.1 Promote increased public transport usage and reduced car usage.

MA1.2.2 Advocate for State and Federal Government to redirect highway upgrade funds to support public transport systems.

MA 1.2.3 Provide integrated and easy access for all to an effective public transport system.

Council Snapshot:

Council continues to work with Transport NSW, local transport providers and the broader community in identifying and implementing strategies which increase the levels of usage of public transport and decrease the reliance on private vehicles. A number of specific programs have been implemented for specific events as demonstration projects in relation to what is possible with the use of public transport. These include the Carpool Mid North Coast program and the NightRider (late night bus service) program coordinated during peak holiday season and key community events.

Council Services that contribute to achieving this Objective:

S30 DESIGN

Moving Around *(Continued)*

OBJECTIVE: MA1.3 We have an upgraded North Coast rail line that has taken freight off our roads and offers a high speed passenger service to both Sydney and Brisbane.

MA1.3.1 Work collaboratively towards improving the effectiveness of current rail services.

Council Snapshot:

As advocate for this objective, Council continues to work with and negotiate with relevant state government agencies in relation to improvements and enhancements to local services, based on the aspirations of the local community. Council has submitted the Coffs Coast Rail Feasibility study to government agencies, seeking an allocation of funding to the project. To date no funding has been identified.

Council Services that contribute to achieving this Objective:

S30 DESIGN

OUTCOME: MA2 Many of us walk and cycle from place to place.

OBJECTIVE: MA2.1 We have effective plans and policies for a network of integrated cycle ways, footpaths and walking tracks.

MA2.1.1 Prioritise integrated cycleway and footpath implementation including linking to schools and public transport.

MA2.1.2 Ensure planning requirements include cycle ways and footpaths in all new developments.

Council Snapshot:

Cycleway maintenance and capital works priorities continue to be assessed by the Coffs Harbour Bicycle Users Committee; the committee also provides input into the city's Development Control Plans which include provisions that are consistent with the strategies that serve this 2030 objective.

Anecdotal evidence indicates that the usage of the footpath/cycleway network is increasing - the membership of local cycle clubs continues to rise, and participation in community cycling activities grows each year. Council continues to receive an increasing number of customer inquiries/requests relating to cycleway issues. Regrettably, budget restrictions have forced the suspension of footpath construction for the term of the Delivery Program.

The Solitary Islands Coastal Walk, a 60 kilometre path that links Sawtell to Red Rock along the coastline, was officially opened on 30 November.

Council Services that contribute to achieving this Objective:

S12 FOOTPATHS AND CYCLEWAYS

S14 LANDUSE PLANNING

S30 DESIGN

Moving Around *(Continued)*

OBJECTIVE: MA2.2 We have constructed an interconnected network of cycle ways, footpaths and walking tracks that connect our urban communities, hinterland and coastal villages.

MA 2.2.1 Work in partnership to provide cycle ways and footpaths.

Council Snapshot:

As noted above, there is no funding allocation for footpath construction in the four year budget aligned with this Delivery Program.

However, the opening of the Solitary Islands Coastal Walk, linking Sawtell to Red Rock, is regarded as a significant asset in the connection of the city's coastal settlements.

During the year 1,613 metres of new cycleways and footpaths were created.

Council Services that contribute to achieving this Objective:

S12 FOOTPATHS AND CYCLEWAYS

OBJECTIVE MA2.3 We actively promote cycling and walking.

MA2.3.1 Promote the benefits of cycling and walking and the importance of road safety in our community.

Council Snapshot:

There is evidence to suggest that promotional programs are being effective in attracting more people to cycle and walk within the LGA.

During the period, promotions included the 'Politely Using Roads' campaign (with Coffs City Rotary Club and Bellingen Shire Council) to highlight how cyclists and motorists can share the road safely as well as Council's annual "On Ya Bike" Day. Council also assisted the Pacific City Lions Club to upgrade the popular Lions Bicycle Safety Park in Bray Street. The city's Bike Plan is to be reviewed in 2013/2014, with funding support from the Environmental Levy and NSW Roads and Maritime Services (RMS).

In other road safety initiatives, Council provided peer facilitator training for the Reduce Risk Increase Student Knowledge (RRISK) program, co-ordinated and promoted the successful Nightrider service and developed and distributed a breathalser survey to licensed venues.

Council Services that contribute to achieving this Objective:

S30 DESIGN

Moving Around (Continued)

OUTCOME: MA3 We are well connected to each other and services.

OBJECTIVE: MA3.1 We have a system of well-maintained and safe roads for all users.

MA3.1.1 Ensure effective policies and processes exist for prioritising road maintenance and renewal.

MA3.1.2 Facilitate safe traffic and pedestrian flow in and around the City's facilities and services.

MA3.1.3 Develop alternative travel routes for trucks in local neighbourhoods.

MA3.1.4 Reduce the impact of the highway on our communities.

Council Snapshot:

The state of the local road network clearly demonstrates the ongoing challenge Council faces in trying to maintain the city's infrastructure. With only limited funding available and increasing material costs, Council work crews are unable to keep pace with the rate of deterioration of the sealed road network. Changes in maintenance treatment of pavements have delivered some savings; however without an adequate asset renewal budget for road pavements, the road network will continue to deteriorate. A new resourcing strategy is to be developed in 2013/2014 – in consultation with the local community – to help determine a sustainable way forward for asset management in Coffs Harbour.

The redevelopment of the Sapphire to Woolgoolga section of the Pacific Highway continues – Council has an ongoing project liaison role with the RMS over the work. A similar arrangement is in place for the Woolgoolga to Dirty Creek Range Upgrade project.

Major design projects saw the completion of traffic modelling for the City Centre Master plan and the Hogbin Drive upgrade as well as the allocation of construction grant funding for the Federal/State Black Spot program.

During the year 8,015 square metres of new sealed roads were created.

Council Services that contribute to achieving this Objective:

S06 DEVELOPMENT ASSESSMENT

S19 ROADS AND BRIDGES

S30 DESIGN

Moving Around *(Continued)*

OBJECTIVE: MA3.2 We have become an integrated regional transportation hub.

M3.2.1 Explore mechanisms for the integration of road and rail freight services.

M3.2.2 Develop coastal freight transport opportunities.






Council Snapshot:

As advocate, Council continues to lobby relevant government agencies to address the ongoing issues associated with rail freight services and also the need to decrease the numbers and size of road freight transport providers on the Pacific Highway. Public sector influence in this regard is limited as freight decisions are primarily driven by marketplace factors.





Council Services that contribute to achieving this Objective:

S30 DESIGN



Moving Around - Projects 2012/2013

Service	Activity	2012/13	Progress	Status	
Roads and Bridges	P531.01	Regional Roads Program 2012/13	<p>The February 2013 storm event resulted in major repair works being required (>\$1M costs related to slips on Main Road 120).</p> <p>Extensive maintenance works were carried out during the year including:</p> <ul style="list-style-type: none"> - heavy patching works, - pot hole patching, - replacement of guide posts, - vegetation control, - open drains maintenance, - clearing drainage structures - re-grading the shoulders for the entire length of MR151, and - mowing. 		100%
Roads and Bridges	P535.01	Local Roads Reseal Program (Flush Seal) 2012/2013	Works completed. Minor impact from poor weather. Minor delays in processing final invoices		100%
Roads and Bridges	P535.02	Reseal Program (Asphalt) 2012/2013	Works completed.		100%
Roads and Bridges	P535.03	Dust Seal Program 2012/2013	No budget in 2012/2013		0%
Roads and Bridges	P535.04	Local Roads Gravel Resheet Program 2012/2013	Works completed despite extended wet weather and natural disasters.		100%
Roads and Bridges	P535.05	Local Road Rehabilitation Program 2012/2013	Complete		100%

Moving Around - Projects 2012/2013

Service	Activity	2012/13	Progress	Status	
Roads and Bridges	P535.06	Roads to Recovery Program 2012/2013	Works completed despite being impacted by wet weather. Locations included: <ul style="list-style-type: none"> - Lower Bucca Rd, Bucca Stage 1; - Prince James Ave, Coffs Harbour; - Korora Bay Dr, Korora; - Minorca Place, Toormina; - Bray St Coffs Harbour. 		100%
Roads and Bridges	P536.01	Road Bridge Replacement & Repair Program 2012/2013	See Table page 53		100%
Roads and Bridges	P536.02	Manage expenditure of bridge works funds from 2008 rate variation	As above		100%
Footpaths and Cycleways	P538.01	Pedestrian Access and Mobility Plan (PAMP) Program 2012/2013, Cycleways Program 2012/2013	<p>Little money for footpaths this year - mainly repairs.</p> <p>Funding for PAMP work and review of LGA Bicycle plan gained from RMS.</p> <p>Funding for further design review of Coastline Cycleway project north of Diggers Beach Road confirmed.</p> <p>Funding sought for highway footpath - Cunninghams Shed to Stadium Drive</p> <p>Section 94 works advanced at Newmans Road, Woolgoolga.</p> <p>PAMP review completed. Funding submissions for RMS 13/14 PAMP projects completed. Coffs Harbour Bike Plan review commenced.</p> <p>Major repairs completed.</p>		80%

Moving Around - Projects 2012/2013

Service	Activity	2012/13	Progress	Status	
Design	P560.04	Transport Working Group Action Plan	<p>Submission to NSW Transport Master plan completed.</p> <p>Sawtell Coaches and Ryan's Buses Service reviews completed.</p> <p>Facilitated a Transport stand at the Sustainability Festival with timetable information and give-aways.</p> <p>Facilitated Transport Working Group input to CBD Master plan and Jetty Foreshore project.</p> <p>Launch of Car Pooling Apps.</p> <p>Initiated pilot QR code bus timetable project.</p> <p>Public Transport Working Group to continue to facilitate transport efficiency improvements, disability access initiatives and input into Development plans and City Centre Master plan future stages.</p>		100%
Design	P560.05	Implement Road Safety Strategic Plan using current Safe Systems methodology	<p>Peer facilitator training for RRISK program undertaken.</p> <p>Coffs Cycle challenge and Lions Safety Park projects facilitated.</p> <p>Nightrider service coordinated and promoted.</p> <p>Drink Drive message coordinated with Transport Companies.</p> <p>Developed and distributed breathaliser survey to licensed venues.</p> <p>Traffic Committee and Bicycle Committee investigations carried out.</p> <p>Distribution of information to Childrens services and schools re child restraints.</p> <p>Secured EL and RMS funding for 2013/14 Coffs Harbour Bike Plan review - scope of works definition and consultation framework completed.</p>		100%

Moving Around - Projects 2012/2013

2012/2013 Roads Programs – Expenditure

Program Expenditure	2012/2013 Estimate (\$)	2012/2013 Revised Estimate (\$)	2012/2013 Actual (\$)
Local Sealed Roads Rehabilitation			
– Council Funded	750,000	25,000	118,008
– Roads to Recovery Funded	896,265	896,265	896,265
Total Rehabilitation	1,646,265	921,265	1,014,273
Bitumen Seal	931,000	1,481,000	1,439,939
Asphalt Resurfacing	90,600	90,600	71,411
Dust Seal	164,800	-	-
Gravel Re-sheet	207,000	107,000	90,153

Moving Around - Projects 2012/2013

2012/2013 Bridges Program (funded by 2008 Rate Variation for Priority Infrastructure Works)

Variation Yield Including Revotes (\$)	Priority Infrastructure Works 2012/2013	Rate Variation Funds (\$)	Actual (\$)	Revote ** (\$)	Comments
1,217,155	Bridges Major Repairs	10,000	0	10,000	
	James Small Drive Footbridge	40,000	0	40,000	Works to commence 2013/2014
	Harry Jensen Repairs & CP System	60,000	50,810	9,190	Works still in progress
	Ferrets Bridge	10,000	0	10,000	Works in design phase
	Seccombes Bridge	26,393	0	26,393	Works to commence February 2014
	Puhos Bridge	10,000	0	10,000	Works in design phase
	Kirtons Road Bridge	30,000	43,927	-13,927	Works completed
	Hartleys Bridge - Major Repairs	480,000	539,488	-59,488	Works completed
	Investigations	95,000	29,585	65,415	Ongoing
	Barbarescos Bridge	55,000	3,928	51,072	Works completed
	Old Bucca Road	120,000	116,365	3,635	Works completed
	Murrays Bridge	10,762	43,501	-32,739	Works completed
	Davies Bridge	20,000	630	19,370	Works to commence March 2014
	Herds Bridge	5,000	0	5,000	Works in design phase
	McClellands Bridge	35,000	21,925	13,075	Works still in progress
	Contribution to Reseals Flush Seals Works	200,000	200,000	0	Contribution to Reseals
	Cathodic Protection	10,000	4,080	5,920	Ongoing
	Totals	1,217,155	1,054,239	162,916	

** Funding carried forward into subsequent financial year.

Moving Around - Projects 2012/2013

Pedestrian Access Mobility Plan Program 2012/2013

This program enables Council to undertake various traffic safety improvement works, but is dependent on funding (of up to \$25,000) from NSW Roads and Maritime Services. Council failed to secure RMS funding for 2012/2013. The program was deferred for the year; Council's matching funding was reallocated to legal expenses contingency, as per the June 2013 Interim budget review.

The management of land use and the delivery of local infrastructure are fundamental responsibilities of councils. The pressures of urban growth in a regional centre like Coffs Harbour mean that Council's planning instruments have to be drawn up and reviewed with a focus on sustainability and allowing a variety of development options, environmentally-friendly design and construction processes. During the year, the adoption of the Coffs Harbour Local Environmental Plan and Development Control Plan represented important milestones in this regard.

The implementation of flood mitigation works and coastal zone management initiatives continued during 2012/2013, in line with Council's commitment to help in safeguarding the city from extreme events and climate change. The harbour foreshore upgrade moved forward and major sewer and water projects were rolled out along with public amenity improvements; all aimed at enhancing the liveability of the city in balance with environmental sustainability.

Significant Council Achievements in 2012/2013:

- Council completed a major drainage project to help cut costly maintenance bills on Sherwood Creek Road and Duffus Road in Upper Corindi.
- Work was completed on the \$2.8m South Coffs Sewer Pump Station and Rising Main Project, allowing more than 300 lots to be made available for new homes and businesses in the South Coffs area.
- Work started in October on a \$275,800 viewing platform and Lifesavers surveillance point at Park Beach. Project funding was provided through the NSW Department of Sport and Recreation Surf Club Facilities Program, Council's Park Beach Masterplan budget and developer contributions.
- The redeveloped public toilets at the Park Avenue carpark were opened in November 2012. The project was the first in a \$1.5M, five-year public amenities upgrade program funded through Council's Community Facilities Program.
- Work began on a viewing platform at Woolgoolga Headland. Identified as a priority project by the Coffs Coast Regional Park Trust Board, the viewing deck features decorative timber posts with stainless steel fittings, a large seating area, interpretive signage and links to the Solitary Islands walking paths.
- After extensive community engagement, the Coffs Harbour Local Environmental Plan and the Coffs Harbour Development Control Plan – the planning documents that outline exactly how land can and can't be used in the Coffs Harbour local government area (LGA) – were adopted by Council in December 2012. The documents are expected to be gazetted by the Government in late 2013.
- Following a three-stage study and consultation process, Council adopted its Coastal Zone Management Plan aimed at addressing the potential risks to our coastline from coastal erosion and inundation.
- Preparatory work began on a 75-metre pipe bridge across Boambee Creek to carry sewer and reclaimed water pipelines between Sawtell and the Coffs Harbour Water Reclamation Plant.

(Continued next page)

Places for Living *(Continued)*

The new Woolgoolga Town Centre Study commenced as part of long-range plans to grow Woolgoolga's economy and status as a major town.

- Major harbour improvements moved a step closer with the Draft Jetty4Shores Concept Plans - drawn up with the help of the Jetty4Shores Reference Group - placed on display in May 2013 for public consultation for three months.
- Also in May, there was progress on Coffs Harbour's long-awaited skate park and youth space, with the Mayor and Council surveyors marking out the footprint for the planned facility at Brelford Park during a display event for the community to view the concept plans.

Places for Living (Continued)

OUTCOME: PL1 We have designed our built environment for sustainable living.

OBJECTIVE: PL1.1 We use best practice urban design and infrastructure development to promote sustainable living.

PL1.1.1 Focus development on central medium density urban centres.

PL1.1.2 Provide infrastructure that supports sustainable living and incorporates resilience to climatic events.

PL1.1.3 Create balanced pedestrian friendly communities with a mix of residential, business and services.

Council Snapshot:

In December 2012, Council adopted the Coffs Harbour Standard Local Environmental Plan (SLEP) and the city-wide Development Control Plan. Once gazetted by the NSW Government, the two instruments will serve as the principal blueprints for land use and urban settlement in the local government area. During the year, development activity steadied (see “Planning for Growth”, page 64) in line with market trends.

The development of the City Centre Masterplan demonstrates Council’s use of best-practice urban design principles. All new development and release areas continue to have pedestrian and cycle ways which meet those urban design principles and accord with Council’s Development Control Plans. Regrettably, budget constraints have forced the suspension of footpath construction by Council for the term of the Delivery Program. Connection with open space is an ongoing requirement for development and Water Sensitive Urban Design principles continue to be applied.

Significant coastal zone management projects have progressed, along with a long-range program of extensive flood mitigation works. Major drainage projects were also completed during the period at Fawcetts Street, Woolgoolga, and Sherwood Creek and Duffus Roads at Upper Corindi. The completion of work on the \$2.8m South Coffs Sewer Pump Station and Rising Main Project will help facilitate the availability of more than 300 lots for new homes and businesses in the South Coffs area. Infrastructure additions during the year included 1,046 metres of new stormwater drains and box culverts, 1,414 metres of water mains, 1,585 metres of sewer reticulation and 54 new sewer manholes.

Other important initiatives included viewing platform works at Park Beach and Woolgoolga Headland, a new stage of concept planning for the Jetty Foreshore project, the completion of the Park Avenue public toilets upgrade, and the completion of a new 5 mega-litre concrete water reservoir at Moonee Beach.

Council Services that contribute to achieving this Objective:

S04 COMPLIANCE

S06 DEVELOPMENT ASSESSMENT

**S11 FLOODING AND COASTAL
MANAGEMENT**

S14 LAND USE PLANNING

S22 STORMWATER

S20 SEWER

S21 SPORT

S25 WATER

S30 DESIGN

S33 FINANCE

S40 STRATEGIC ASSET PLANNING

Places for Living (Continued)

OBJECTIVE: PL1.2 We have a diverse and adaptable range of housing options with affordability for all.

PL1.2.1 Develop an understanding of future housing needs.

PL1.2.2 Create housing choices in accessible locations close to town centres.

PL1.2.3 Create affordable housing options.

Council Snapshot:

In its role as facilitator and advocate, Council explores opportunities for discussion and negotiation with potential providers and developers of diverse housing options. The adoption of the Local Government Area SLEP enables this as a focus in relation to the opening up of opportunities where possible. Additional provisions have been incorporated at DCP level.

Local development projects by the Dept of Housing, targeting affordability, recently progressed to completion after lengthy delays.

Council Services that contribute to achieving this Objective:

S07 ECONOMIC DEVELOPMENT

S14 LAND USE PLANNING

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

PL1.3.1 Create attractive buildings that embrace our climate and local environment.

PL1.3.2 Encourage innovative and sustainable building design.

Council Snapshot:

Again, as a facilitator and advocate, Council encourages development that uses innovative and sustainable design and is appropriate for and sympathetic to the Coffs Harbour environment.

In recent years, the development sector has shown an increasing awareness of the value of establishing an architectural aesthetic in keeping with a sub-tropical, coastal centre. Council has limited influence in this regard; where it is the consent authority, Council has a role in assessing potential impacts of development on the character of a neighbourhood, privacy, overshadowing, etc. However, under State Environmental Planning Policies, a number of high-profile development applications may be processed with little or no reference to Council; in these cases, Council feedback and local community values may not necessarily be taken into account during the consent process.

Provisions within Council's Local Environmental Plans and Development Control Plans are in line with the strategies that serve this 2030 objective. Elsewhere, the implementation of Council's Land Use programs proceeded according to schedule during the period.

The promotion of sustainable design continues to be assisted by the implementation of the NSW "BASIX" legislative requirements.

Places for Living (Continued)

Council Services that contribute to achieving this Objective:

S06 DEVELOPMENT ASSESSMENT

S14 LAND USE PLANNING

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

OBJECTIVE: PL2.1 We have beautiful, liveable and accessible spaces for all our people to enjoy.

PL2.1.1 Plan for, and commit to, developing the harbour and foreshores as an inviting, vibrant place that forms the focal point for our city and people.

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

PL2.1.3 Ensure urban areas have a focus as gathering places for people rather than cars.

Council Snapshot:

Council has an Open Space Strategy in place to guide the planning, management and development of Coffs Harbour City Council's Open Space Network to meet the needs of the growing community.

During the period upgrading works on the harbour foreshores and Botanical Gardens progressed significantly, generating a positive community response and resulting in an increase in usage. Other projects included:

- The initiation of the Friends of Park program;
- Supporting the Coffs Harbour Community Garden;
- Action plan for review of Plans of Management for council reserves commenced;
- Final design, estimates, environmental approvals and staging plans for West Woolgoolga Playing fields completed.;
- Engagement with Local Government Act Task Force on proposed changes to Local Government Act relating to public lands.

The maintenance of public facilities has emerged as an ongoing challenge for Council, as limited resources are failing to keep pace with the increasing cost of upkeep. The issue is to be addressed during 2013/2014 in the development of a new resourcing strategy for asset management.

Council Services that contribute to achieving this Objective:

S14 LAND USE PLANNING

S18 PROPERTY

S03 COMMUNITY SERVICES

S17 PARKS AND FACILITIES

S02 CITY IMAGE - CLEANING

S30 DESIGN

S35 HOLIDAY PARKS

Places for Living (Continued)

OBJECTIVE: PL2. 2 We have facilities for our youth, elderly, Aboriginal and disadvantaged where they can meet and have fun.

PL2.2.1 Create youth friendly places in all community hubs.

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

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

Council Snapshot:

In its role as provider and facilitator, Council has pursued a range of opportunities and processes to engage with young, elderly, Aboriginal and disadvantaged people to establish and respond to their needs. Many of these initiatives are undertaken in partnership with other agencies or community groups; in many instances, these providers use premises provided by Council at subsidised rental rates.. During the year, planning progressed for a regional Youth Space (including a Skate Plaza) as part of the Brelsford Park redevelopment.

Council Services that contribute to achieving this Objective:

S14 LAND USE PLANNING

S09 ENVIRONMENTAL MANAGEMENT

S03 COMMUNITY SERVICES

OBJECTIVE: PL2. 3 We have urban spaces which are child friendly.

PL2.3.1 Develop safe and interactive play spaces for our children within each community.

PL2.3.2 Create safe connections to spaces and facilities used by children.

Council Snapshot:

As provider and advocate for the provision of child friendly urban spaces, Council has identified children as a specific target group within the Open Space Strategy.

Council completed its safety audits on playparks according to program. The Brelsford Park facility continues to provide a regional focus; regrettably, repairs were required after a significant vandalism attack on the facility in December. Other play park works included the completion of a perimeter fence at Beryl Street, the refurbishment of the Bray Street Bicycle Safety Park, drainage improvements at Argyll Street and Sapphire, a flying fox upgrade at Hills Beach, and shade sail work at Sandy Beach.

Routine maintenance continues to be undertaken on all play parks. Resourcing for this has been identified as an issue to be addressed in Council's ongoing Asset Management strategy.

Council Services that contribute to achieving this Objective:

S17 PARKS AND FACILITIES

S30 DESIGN

Places for Living (Continued)

OUTCOME: PL3 We have vibrant rural communities.

OBJECTIVE: PL3.1 Our villages are revitalised and maintain their unique identities.

PL3.1.1 Develop strategies to promote the unique identity of each community.

PL3.1.2 Provide each village with the services and facilities needed to maintain a sense of local community.

PL3.1.3 Provide connections for all between communities and other centres.

PL3.1.4 Create a sense of place for all in each of our communities.

PL3.1.5 Undertake consistent long term planning involving the community.

Council Snapshot:

Provisions within Council's Local Environmental Plans and Development Control Plans are in line with the strategies that serve this 2030 objective.

Assistance has been provided in the staging of a range of specific 'village' focused events; including Curry Fest, Chilli Fest, CoastOut, the Pittwater to Coffs yacht race, NAIDOC week, and the Buskers Festival. Village Marketing Plans are in place for Sawtell, Woolgoolga, Jetty (all tied back to incorporate the City Centre). Works were also undertaken to upgrade, repair and maintain a number of rural roads and bridges – particularly after severe damage following storms early in 2013.

Council Services that contribute to achieving this Objective:

S14 LAND USE PLANNING

S03 COMMUNITY SERVICES

S17 PARKS AND FACILITIES

S07 ECONOMIC DEVELOPMENT

S30 DESIGN

S09 ENVIRONMENTAL MANAGEMENT

OBJECTIVE: PL3.2 Our villages support a strong tourism base around local produce, arts, culture and nature experiences.

PL3.2.1 Identify high value rural business opportunities.

PL3.2.2 Continue to develop and support sustainable village enterprises and commercial ventures.

PL3.2.3 Promote and support a local food system.

Council Snapshot:

Council provides funding to both Woolgoolga and Sawtell Chambers of Commerce to provide VIC (Visitor Information Centres) in both key village locations. Coffs Coast Marketing (Council's Tourism Unit) provides a range of marketing and Public Relations activities. These include specific media 'famils' that have targeted and generated media exposure for local produce, arts, culture, and nature experiences across the Coffs Coast (incorporating Bellingen LGA).

Places for Living (Continued)

The Coffs Harbour Visitor Information Centre (VIC) services approximately 60,000 visitors per annum and provides information relating to a range of visitor enquiries and information about our villages and the range of experiences offered.

Marketing activities such as the current “101 Things to Do” campaign have focused on the whole of the Coffs Coast including activities such as Cheese Making, Arts and Culture opportunities and the diversity of the natural experiences offered. The Coffs Coast website (www.coffiscoast.com.au), the Coffs Coast Growers Market, Local Food Alliance and “Growing the Back Paddock” magazine further promote the village based offerings.

Overall Tourism statistics for the region are not presented at Village level through NVS Data (National Visitor Survey). However Regional Visitation Data released annually by Destination NSW (State Tourism Authority) indicates Year Ending September 2012 has demonstrated positive growth in the past 12 month period. Please note the below figures are for the Coffs Coast, the local Government Area of Coffs Harbour and Bellingen. Previous reports have included Nambucca data.

Coffs Coast (Coffs Harbour and Bellingen)	YE Sept 2009	YE Sept 2010	YE Sept 2011	YE Sept 2012	% change
Domestic Overnight Visitors	755,000	689,000	796,000	813,000	2.14%
Domestic Visitor Nights	2,515,000	2,353,000	2,605,000	2,640,000	1.34%
Domestic Day Visitors	828,000	843,000	888,000	1,094,000	23.20%
International Visitors	77,000	77,000	62,000	64,000	3.23%

The National Visitor Profile Survey (NVS 2011) conducted by Tourism Research Australia indicates that visitors to the Region travelled throughout the Coffs Coast and visited multiple destinations. The NVS 2011 indicates that the Villages within the region gained a good percentage of visitors with Woolgoolga (22%), Emerald Beach (10%), Moonee Beach (9%), Korora (11%), and Sawtell (47%) all receiving good visitation.

The National Visitor Profile Survey (NVS 2011) also details what visitors expect to experience on the Coffs Coast with 67% expecting Nature Based Experiences and 25% expecting Arts and Cultural experiences.

As facilitator in relation to this objective, Council continues to manage the Coffs Coast Growers Market which provides an outlet for the sale of local produce, much of which is sourced from local villages. The Market also works to raise awareness about the availability of produce in our local villages and works with producers to enhance opportunities for further exposure through publications and press releases.

Council Services that contribute to achieving this Objective:

S23 TOURISM

S07 ECONOMIC DEVELOPMENT

Places for Living (Continued)

Planning for Growth

The volume of development applications submitted to Council for determination increased marginally during the period. The total value of applications was down compared to the previous year (a \$53M Justice Precinct development application contributed to the surge in 2011/12).

The rate of development activity is consistent with the national trend with building activity being constrained by affordability issues and weak buyer sentiment coupled directly with the continuing uncertainty of the global financial markets.





Development Applications Submitted								
Type of Development	2009/2010		2010/2011		2011/2012		2012/2013	
	No.	Value (\$)	No.	Value (\$)	No.	Value (\$)	No.	Value (\$)
New Dwellings	315	80.7m	244	70.3m	193	55.8m	217	62.8m
Dwelling Alterations / Additions	372	12.4m	293	12.7m	328	18.0m	326	15.1m
New Multiple Occupancy	4	10.3m	8	8.9m	8	19.3m	10	19.9m
Swimming Pools	95	2.5m	83	2.1m	59	1.8m	47	1.2m
Commercial / Industrial / Retail	24	23.1m	17	15.3m	15	28.4m	14	19.6m
Commercial / Industrial / Retail Additions / Alteration	49	5.3m	46	52.7m	30	15.2m	69	8.7m
Other	437	34.1m	365	33.2m	317	82.5m	278	25.1m
Total	1296	168.4m	1056	195.2m	950	221.0m	961	152.4m

Four developments worthy of note were submitted in 2012/2013.



- A Supermarket and demolition of existing structures at Clarence Street Woolgoolga
- The proposed redevelopment of the Hawaiian Sands Motel in Ocean Parade Coffs Harbour involving demolition of the existing motel, construction of shoptop housing with 28 units, restaurant/café and neighbourhood shop and takeaway food and drink premises.
- A place of worship, dwelling and associated buildings and demolition of the existing structures for the Catholic Church at Eungella Street, Toormina.
- A motel and multi-unit housing at Beach Street, Woolgoolga.

These developments are expected to provide a positive stimulus to the local building sector during construction and longer term benefits to the community as a whole.






Places for Living – Projects 2012/2013

Service	Activity	2012/13	Progress	Status	
Design	P110.01	Complete Stage 1(B) of the development of Brelsford Park though the completion of, parkland and picnic areas on the southern side of the park and implement staged development of Regional Skate Plaza on the north west corner of the park	The Brelsford Park Redevelopment Project has been incorporated into the CBD Masterplan process. Consultants engaged to undertake detailed design and documentation of Regional Youth space project. Stakeholder engagement completed and detailed design nearing completion.		90%
Design	P110.02	Public Amenities Upgrade Program	New Park Ave carpark toilets completed and opened. Planning underway for next upgrade - Arrawarra Headland and Diggers Beach among the highest priority locations.		100%
Land Use Planning	P210.01	Rural Residential Strategy - Secure budget funding. Commence environmental studies for rezoning of priority area - Bonville. Report details of studies commenced to Council. Exhibit rezoning	Work progressing well. A number of environmental studies now completed. Several other environmental study components are currently underway		55%
Land Use Planning	P210.02	Complete Coffs Harbour Standard Local Environmental Plan (SLEP)	Draft LEP 2013 was reported to Council on 13 December 2013 and adopted. It was forwarded to NSW Planning and Infrastructure on 14 December 2013 with a request that the Plan be made by the Minister.		98%



Places for Living – Projects 2012/2013

Service	Activity	2012/13	Progress	Status	
		Complete Coffs Harbour Standard Local Environmental Plan (SLEP) <i>(Continued)</i>	<p>The draft LEP written instrument and maps have been checked and updated by NSW P&I in consultation with Council.</p> <p>A letter was sent to NSW P&I on 17 January 2013 advising Milestone 2 of the Acceleration Funding Grant was achieved and requesting payment of the grant funding.</p> <p>The making of the Plan is at the Minister of Planning's discretion; gazettal was still awaited at the end of the reporting period.</p>		
Land Use Planning	P210.03	City-wide Developmental Control Plan (DCP) - Develop a DCP consistent with the SLEP. Report on progress of Draft DCP endorsement by Council for public exhibition; exhibition and assessment of submissions; Finalisation of DCP	Draft DCP 2013 was adopted by Council on 13 December 2013 and will come into force when draft LEP 2013 is made. Some modifications to draft DCP 2013 have been exhibited and will be reported to Council in August 2013. These will come into effect after adopted by Council and when draft LEP 2013 is made.		97%
Land Use Planning	P210.04	Review Local Growth Management Strategy - Review current endorsed LGMS. Report to Council. Exhibit. Report to Council. Seek endorsement from Planning and Infrastructure	The Review of the Local Growth Management Strategy has commenced with discussions with relevant internal stakeholders.		15%





Places for Living – Projects 2012/2013

Service	Activity	2012/13	Progress	Status	
Property	P310.02	Develop a Harbour Foreshores Masterplan and Implementation Strategy	Concept plans and works program approved by Council for exhibition for public comment. Plans are to be on exhibition for three months as per Council resolution.		100%
Property	P310.04	Land Acquisitions for Detention Basins - Finalisation of all land acquisitions for Flood detention Basins	Legal arrangements are in place to enable the construction of all detention basins in west Coffs.		100%
Holiday Parks	PCPS.03	Draft and adopt Sustainable Improvement Strategies for Woolgoolga Beach Caravan Park and Lakeside Caravan Park	Lakeside Plan of Management with Crown Lands Minister awaiting adoption and SISM adopted and in progress. Woolgoolga Beach Plan of Management in draft form after comprehensive and protracted negotiations with key stakeholders. Will be referred to Council in September 2013 requesting approval to refer to Crown Lands for Public Exhibition.		90%
Stormwater	P545.02	Loan-Funded and 2010 Rate Variation-Funded Floodworks Program 2012/2013	Bennetts Road and Bakers Road basins completed and operational. Spagnolos Road - design complete, watermains relocated. Awaiting outcome of grant application for funding for construction.		50%
Flooding and Coastal Management	P560.01	Floodplain Management Plans	<p>Implementation of flood management plans progressing in accordance with resource allocation. Major work includes:</p> <ul style="list-style-type: none"> – Service relocation and construction of detention basins (Bennett’s Road and Spagnolos Road) as per Floodplain Management Program – Floor level survey completed and model updated by consultants for Boambee - Newports Creek Floodplain Risk Management Study and plan. Project progressing. – Grant applications submitted for 2013-14 Floodplain Management program - State Government. 		25%

Places for Living – Projects 2012/2013

Service	Activity	2012/13	Progress	Status	
Flooding and Coastal Management	P560.02	Coastal and Estuary Management Plans	<p>The following projects progressed during the year:</p> <ul style="list-style-type: none"> – Ecohealth program completed and final report submitted to council. – Coffs Harbour, Woolgoolga Lake Estuary, Willis Creek Estuary and Darkum Creek Coastal Zone Management Plans adopted by council in February 2013. – Pipe Clay Lake Stormwater Education Project completed. – Awarded grants for Arrawarra Boat Ramp and Coffs Harbour Boat Ramp through Better Boating Program. Completed consultants brief for Coffs Boat Ramp. – Coffs Creek Coastal Zone Management Plan Estuary Condition Study completed. – Draft Coffs Creek Infilling and Hydraulic Study completed. – Applied and awarded grant for Coastal Erosion at Campbells Beach. – Undertook 2 workshops for the Implementation of high priority Management Action within Hearn's Lake. 		100%
Design	P560.03	Implement Open Space Strategy	<p>Action plan for review of Plans of Management for council reserves commenced.</p> <p>Final design, estimates, environmental approvals and staging plans for Woolgoolga Playing fields completed.</p> <p>Friends of Park program details completed. Application submitted to Environment Levy program for funding to commence implementation in 8 urban parks.</p>		100%

Places for Living – Projects 2012/2013

Service	Activity	2012/13	Progress	Status	
		Implement Open Space Strategy (<i>Continued</i>)	Community Garden project supported. Engagement with Local Government Act Task Force on proposed changes to Local Government Act relating to public lands commenced.		
Parks and Facilities	P522.05	Completion of Japanese Gardens Stage 1	Ongoing works have seen the Tea garden completed (with the assistance of a donation of \$5,800.00 from Rotary). Additional works on the main pavilion undertaken. Aerators installed in lake. Rock work placed into garden bed areas.		100%
Water	P740.05	Drinking Water Quality Management Plan	Document being finalised for completion July 2013.		98%
Water	P740.03	Main Duplication - – Karangī WTP to Red Hill	Design currently being undertaken. Construction IN 2013/2014		25%
Water	P740.04	Coramba Water Main	Moved to 2013/2014 program.		0%
Sewer	P840.01	Sawtell Sewerage Treatment Works Decommissioning (Incorporates P840.02 - Coffs Harbour Water Reclamation Plant Stage 2)	The project is slightly behind schedule, with a delayed completion date of January 2014. The Pipe Bridge and Gravity mains construction will be completed in the September quarter 2013. Designs are nearing completion, with the major Pump Station Tender to be let in the September quarter. City Works are awaiting ARTC approvals in order to continue with Stage 2 pipe work.		65%

Local councils exist to serve their local communities by providing essential and priority services, as directed by other levels of government as well as ratepayers and residents. It's a difficult balancing act – available resources simply cannot keep pace with increasing community expectations.

This ongoing challenge is now being faced by the new Council, elected at the Local Government elections on 8 September 2012. The changeover was accompanied by a review of Council's entire Integrated Planning and Reporting framework - including the Coffs Harbour 2030 Community Strategic Plan - in tandem with the development of the 2013/2014 Budget.

During that process, an increased focus was placed on the need to secure the financial sustainability of Council as an organisation. To ensure adequate resources are available to meet its objectives under the 2030 Plan, Council is to develop a multi-faceted strategy in 2013/2014 exploring productivity improvements, changes to levels of service, new revenue opportunities and additional rate income. Community engagement will be central to the development of this strategy.

Significant Council Achievements in 2012/2013:

- The Local Government Election was staged on 8 September 2013. Coffs Harbour has nine elected representatives on Council; the election resulted in five new Councillors taking office. A comprehensive induction program was provided for all councillors in the wake of the election.
- Council launched an initiative enabling its Rangers to patrol private carparks used by the public, following requests from local businesses in the CBD and Jetty area.
- In line with the NSW Government's Integrated Planning and Reporting legislation, a review of the Coffs Harbour 2030 Community Strategic Plan was undertaken (with the support of a Community Engagement Strategy) from October 2012 to May 2013.
- An Executive study tour was undertaken to Singapore and the United Kingdom to examine opportunities to achieve savings and efficiencies through partnership and outsourcing arrangements.
- Coffs Harbour Water:
 - The business unit won the 2012 Government Skills Australia 'Innovative Workforce Development Award' for its program to accommodate an ageing workforce.
 - Executive Manager, Simon Thorn, was named as the Australian Water Association's NSW Water Professional of the Year.
 - It was also honoured in the annual NSW Water Industry Operators Association's (WIOA) awards. The Superintendent at Sawtell Water Reclamation Plant (WRP), Neville Woodward, was named the WIOA NSW Operator of the Year, while Woolgoolga WRP Superintendent, Mick Piggott, came second in the WIOA Best Poster competition.
- Reinforcing its reputation as an industry leader, Council's Park Beach Holiday Park was awarded a prestigious TripAdvisor® Certificate of Excellence award.

Our Council (Continued)

OUTCOME: OC1 We are served by a Council that is committed to achieving our vision for the future.

OBJECTIVE: OC1.1 Our Council organisation supports the delivery of high quality, sustainable outcomes for Coffs Harbour.

OC1.1.1 Ensure Council's administration structure facilitates the efficient and effective delivery of programs

OC1.1.2 Ensure Council's financial management is responsible, sustainable and fully compliant with legislative requirements

OC1.1.3 Develop and maintain structures to ensure Council operations are carried out according to governance and legal requirements

OC1.1.4 Develop and maintain best practice Corporate Information Systems to assist Council to serve the community

OC1.1.5 Develop and implement best practice Workforce Management strategies to assist Council to serve the community

OC1.1.6 Pursue corporate business opportunities to generate income to support Council programs

OC1.1.7 Provide Corporate Relations structures to assist Council to interact effectively with the community

Council Snapshot:

The successful staging of the 2012 Local Government election on 8 September began a new chapter for Coffs Harbour City Council. With five new Councillors coming on board, the implementation of an ongoing induction program for elected members was a priority.

The organisation continues to wrestle with the challenge of trying to deliver an increasingly costly range of services with limited resources. During the period, an Executive study tour was undertaken to Singapore and the United Kingdom to examine opportunities to achieve savings and efficiencies through possible partnership and out-sourcing arrangements. The development of the 2013-2017 Delivery Program included a commitment to engage with the community to establish a new resourcing strategy (for implementation from 2014/2015) to position Council as a financially sustainable organisation.

Council's Operational Plan – formatted according to the structure established in the Service Level Review – includes a range of "Internal" Services that cover activities specifically aimed at ensuring that Council operates as a responsive, effective, innovative and sustainable organisation. The Services relate to ongoing processes and systems that are regularly monitored and reviewed to enhance workplace practices, efficiencies and returns on investment.

Council remained on target with its statutory reporting obligations for the period.

Council Services that contribute to achieving this Objective:

S26 AIRPORT

S27 CIVIL CONTRACTING

S28 CORPORATE INFORMATION SERVICES

S29 CORPORATE PLANNING

S30 DESIGN

S31 DIGITAL E-LEADERSHIP

Our Council *(Continued)*

S32 ENVIRONMENTAL LABORATORY

S34 GOVERNANCE

S36 HUMAN RESOURCES

S38 PLANT AND FLEET MANAGEMENT

S40 STRATEGIC ASSET PLANNING

S05 CUSTOMER SERVICE

S14 LANDUSE PLANNING

S18 PROPERTY

S23 TOURISM

S33 FINANCE

S35 HOLIDAY PARKS

S37 MEDIA

S39 PROCUREMENT

S41 TELEMETRY AND OPTIC FIBRE





S06 DEVELOPMENT ASSESSMENT

S17 PARKS AND FACILITIES




S20 SEWER

S25 WATER


Our Council - Projects 2012/2013

Service	Activity	2012/13	Progress	Status
Corporate Planning	P010.01	Develop 2013/2017 Delivery Program, Assist in Review of Coffs Harbour 2030 Plan	<p>Draft reviewed Integrated Planning and Reporting documents (in accordance with IPR legislation) presented to 11 April meeting (including Resourcing Strategy review and Special Variation Application).</p> <p>Public Exhibition period staged (12 April to 10 May). Submissions collated and acknowledged, staff referrals co-ordinated, and summary provided to Executive and Council for consideration with final Draft IPR documents.</p> <p>Reviewed IPR documents adopted by Council on 23 May EXCEPT Budget. Review finalised with adoption of Budget on 13 June. Adopted documents posted on CHCC website by 26 June. DLG notified of completion of IPR Review (including IPR checklist) on 28 June.</p> <p>The review was a massive process involving many Council staff working together over a long period; the process highlighted the need for an integrated approach to the development in 2013/14 of a long-term funding strategy to secure Council's financial sustainability.</p>	 100%
Governance	P010.07	Administer the staging of the 2012 Local Government Election	Election completed. General Manager's Report on Election provided to Minister for Local Government.	 100%
Tourism	P130.03	Review VIC Operations and long term strategy	Review undertaken. Quotes obtained for building work on proposed VIC with Business plan to Executive in 2013/12014 once ancillary costings finalised.	 90%
Landuse Planning	P210.05	E Planning - Implement an electronic data management and processing system for applications.	Some of the key components of the Digital Local Government program have been commenced and or completed.	 65%

Our Council - Projects 2012/2013 (Continued)

Service	Activity	2012/13	Progress	Status	
		E Planning - Implement an electronic data management and processing system for applications. (Continued)	<p>Council now 'live' on the Electronic Housing Code system. Work with the DoPI continues in relation to data quality.</p> <p>Electronic stamping of approved plans for the following applications commenced: DAs, CCs, CDCs and modifications to.</p> <ul style="list-style-type: none"> • Videoconferencing for pre-lodgement and assessment consultation commenced. • Online enquiry services taken down to be rebuilt with new LEP and DCP. • Electronic assessment of applications progressed. • Online lodgement of applications progressed. 		
Governance	P411.08	Initial Councillor induction training completed by 31 December 2012	<p>Structured Councillor induction program commenced in Sept 2012 and completed in Dec 2012. During this time weekly training sessions were conducted across all aspects of Council business.</p> <p>Ongoing training and development to continue for all Councillors.</p>		100%
Corporate Information Services	P420.02 – 39	Implement 2012/2013 projects identified in Corporate Information Strategy	<p>The Service has been delivered to expectations. Work will need to commence on the next C.I. Strategy within the next 12 months.</p> <p>For individual Project updates see <i>GM 13/21 – Operational Plan Reporting for the Quarter Ending 30 June 2013</i> tabled 22 August 2013.</p>		90%
Corporate Information Services	P420.01	Develop GIS Strategy	GIS Team Leader resigned in June. Discussions about preparation of the strategy had occurred. Will need to await new Team Leader for this strategy to be completed.		5%

Our Council - Projects 2012/2013 (Continued)

Service	Activity	2012/13	Progress	Status	
Strategic Asset Planning	P512.01	Annual Asset Management Plan Review (All classes) 2012/2013	AM Strategy reviewed in conjunction with other IPR documents in May 2013, adopted by Council. Second cut AMPs have been prepared for transport assets. Buildings plan currently underway following finalisation of revaluation. Other AMPs will be undertaken following finalisation of end of year asset reporting processes.		50%

Coffs Harbour City Council 2012/2013 Annual Report

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