

# COFFS HARBOUR CITY COUNCIL

## 2018/19 ANNUAL REPORT – SECTION 1

### SIGNIFICANT ACHIEVEMENTS



**MyCOFFS**

“connected – sustainable – thriving”

## 2018/19 ANNUAL REPORT – SECTION 1 – SIGNIFICANT ACHIEVEMENTS

This Annual Report provides an opportunity for Coffs Harbour City Council to account to the community on the progress made in implementing its Delivery Program over the course of the financial year. The Significant Achievements detailed in this report follow the thematic structure of the MyCoffs Community Strategic Plan and refer to the period 1 July 2018 to 30 June 2019.

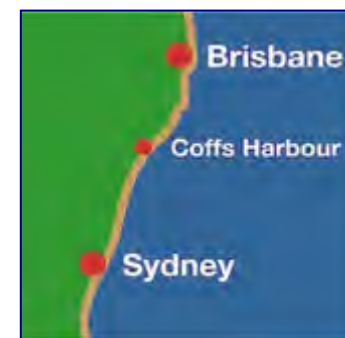
The Annual Report is a component of the performance monitoring provisions of the Integrated Planning and Reporting (IPR) legislation. Full details of Council's performance against the 2017-2021 Delivery Program and 2018/19 Operational Plan can be found in six-monthly progress reports in the Corporate Planning and Reporting pages of Council's website: [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

In a separate document, Section 2 of the Annual Report includes information that is prescribed by the Local Government (General) Regulation 2005. It is considered important for the community to have access to this information so it can better understand how Council has been performing both as a service provider and a community leader.

The Annual Report is tabled alongside Council's Annual Financial Statements, as required by the Local Government Act 1993 - Section 428 (4) (a).

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Coffs Harbour is a major regional city on the Mid North Coast of New South Wales, about midway between Sydney and Brisbane. The traditional home of the Gumbaynggirr people, the local government area has a population of approximately 76,000 and encompasses a total area of 1,174 square kilometres of land stretching from Red Rock, south to Bundagen and west past Brooklana and Lowanna.

Cover image: A highlight of Refugee Week 2019, Coffs Harbour's third annual Freedom Feast, June 2019.



© Coffs Harbour City Council 2019



## FOREWORD TO THE 2018/19 ANNUAL REPORT



  
Councillor Denise Knight,  
Mayor of Coffs Harbour

2018/19 has been another year to remember for Coffs Harbour and our City Council. Coffs is known first and foremost as a great place to live – with that, the city is also a dynamic and rapidly expanding economic hub and a key sporting and event destination. On all fronts, the city has built on that reputation over the last twelve months.

For a remarkable fifth year in a row, Coffs Harbour won the globally-acclaimed International Festivals and Events Association (IFEA) World Festival and Event City Award. The award puts us up there alongside cities such as Moscow, Ottawa, Winnipeg, Sydney and Philadelphia for the quality and variety of its annual events. In 2018/19 the city played host to 22 large-scale events including the FIA World Rally Championships, the National OzTag Championships, the Buskers and Comedy Festival, the Screenwave International Film Festival and the renowned Coffs Coast Food Festivals (including Woolgoolga Curryfest, Sawtell Chillifest, Taste Woolgoolga). They attracted tens of thousands of people and generated millions of dollars for our local economy.

The Coffs Coast region has a rich and fascinating heritage, from the Gumbaynggirr people's ancient connection to the land to the stories of pioneers, timber workers, gold miners, migrants and farmers. But we're also very focussed on the future and finding new ways forward.

Coffs Harbour City Council was named the winner of the Most Innovative Regional Council at the inaugural WAVE awards, recognising Council's ongoing activities to grow strategic opportunities in the technology and innovation space. There were more honours too: a NSW Urban Design Award for the Woolgoolga Town Centre Masterplan project, and Local Government Awards for Culture Change Innovation/Excellence (for our Precinct Place Planning Strategy) and Innovation in Engineering (for the Jetty4Shores project).

Coffs continues to grow, with the population expected to reach 96,000 by 2036. To keep pace, we need to plan and deliver infrastructure and services to meet the needs of our community. This year we undertook a series of key developments including the City Square revitalisation, the West Coffs Reserve District Park and Stage 1 of the C.ex International Stadium upgrade. Ten years after the floods that devastated Coffs Harbour's city centre in 2009, a significant milestone was achieved with the completion of the Upper Shephards Lane Flood Detention Basin.

Extensive water, sewer and transport asset works were carried out and we saw the delivery of a wide range of land management, environmental and sustainability initiatives as well as community, economic and sporting development programs.

The proposed Cultural and Civic Space for the heart of the city continued to progress with the release of preliminary schematic designs after extensive consultation with residents and key stakeholders. This high-profile project – built around a new state of the art central library, museum, regional gallery, council offices and a multi-purpose civic and events space – is planned as a key driver in the ongoing revitalisation of our city centre.

Council also stepped up its lobbying of the NSW Government over the proposed Pacific Highway bypass of Coffs Harbour. Our "Build the Best Bypass" campaign is helping to ensure the final roadway design meets the community's expectations in preserving the amenity of the city and its unique environment.

This Annual Report reflects another busy and successful year for Council. It's also an opportunity to thank all of our Councillors, staff and tireless volunteers who continue to support and develop this wonderful place in which we are so lucky to live.



  
Steve McGrath,  
General Manager





## ELECTED MEMBERS

**Mayor,  
Councillor Denise Knight**



**Deputy Mayor,  
Councillor Tegan Swan**



**Councillor  
Michael Adendorff**



**Councillor  
Paul Amos**



**Councillor  
John Arkan**



**Councillor  
George Cecato**



**Councillor  
Keith Rhoades**



**Councillor  
Jan Strom\***



**Councillor  
Sally Townley**



*\*Councillor Strom resigned from Council on 18 March 2019.*



## ELECTED MEMBERS – ATTENDANCE RECORD

Councillor Attendances (by portfolio)	Held	Denise Knight		Tegan Swan		Michael Adendorff		Paul Amos		John Arkan		George Cecato		Keith Rhoades		Jan Strom *		Sally Townley	
		Attendance		Attendance		Attendance		Attendance		Attendance		Attendance		Attendance		Attendance		Attendance	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Council Meetings	20	19	95%	19	95%	18	85%	20	100%	18	90%	17	85%	19	95%	0	0%	20	100%
Council Briefings	38	33	87%	27	71%	17	45%	30	79%	6	16%	23	61%	15	39%	0	0%	26	68%
Agricultural Advisory Committee	2			1	50%											0	0%		
Airport Emergency and Security Committee	2	2	100%																
Airport Focus Group	6												5	83%					
Audit and Risk Committee	6					3	50%									0	0%		
Australia Day and Special Events Committee	7	6	86%	0	0%														
City Centre Masterplan Committee	6	5	83%																
Coastal & Estuary Management Advisory C'tee	3							2	67%									2	67%
Coffs Coast Regional Park Trust	2			1	50%							1	50%						
Cultural Reference Group	1	1	100%																
Destination Coffs Coast Committee	4							3	75%										
Disability Inclusion & Access Committee	8																	6	75%
Environmental Levy Grants Program Panel	2																	2	100%
Floodplain Risk Management Committee	3											3	100%					2	67%
General Manager Performance Review Panel	1	1	100%	1	100%			1	100%										
Joint Regional Planning Panel (Nthn Region)	1	1	100%	-	na							1	100%						
Koala Plan of Management Advisory C'tee	3									0	0%							3	100%
Library/Gallery Planning Advisory Group	3	3	100%													0	0%	2	67%
Local Traffic Committee	0											-	na						
Mid North Coast Bush Fire Management C'tee	2																	2	100%
Mid North Coast Regional Arts Board	3									3	100%								
Multicultural Reference Group	5	2	40%													0	%		
Solitary Islands Marine Park Advisory C'tee	0							-	na										
Yandaarra Aboriginal Advisory Committee	3															0	0%	2	67%
Training Sessions	1-2	-	na	-	na	-	n/a	2	100%	-	na	2	100%	-	na	-	na	1	100%

<sup>1</sup> Councillor Strom was granted leave of absence from 12 April 2018 to 28 February 2019. She resigned from Council on 18 March 2019.

Note: Reporting period is October 2018 to September 2019 (reporting cycle set by September 2016 Council election)

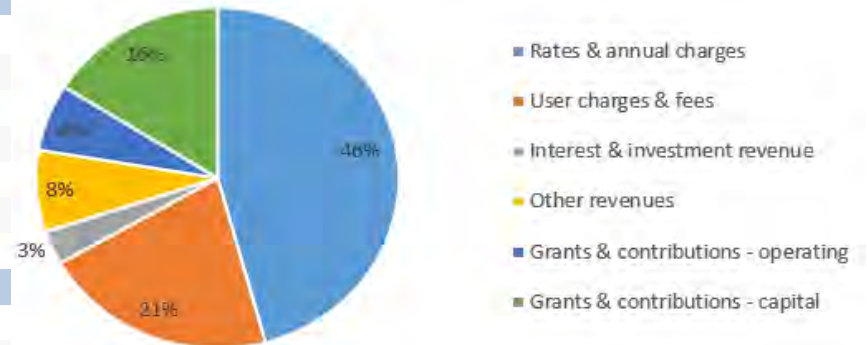


# INCOME AND EXPENDITURE 2018/19

## Coffs Harbour City Council – Income Statement for the year ended 30 June 2019 \*

Budget 2019			Actual 2019	Actual 2018
\$ '000		Notes	\$ '000	\$ '000
	<b>Income from Continuing Operations</b>			
	<i>Revenue:</i>			
97,342	Rates & Annual Charges	3a	98,458	94,780
33,263	User Charges & Fees	3b	45,088	34,767
4,251	Interest & Investment Revenue	3c	6,915	6,524
16,676	Other Revenues	3d	16,627	18,657
13,592	Grants & Contributions provided for Operating Purposes	3e,f	13,651	15,678
18,051	Grants & Contributions provided for Capital Purposes	3e,f	34,484	39,071
<b>183,175</b>	<b>Total Income from Continuing Operations</b>		<b>215,223</b>	<b>209,477</b>
	<b>Expenses from Continuing Operations</b>			
46,363	Employee Benefits & On-Costs	4a	46,714	46,350
9,723	Borrowing Costs	4b	9,934	10,601
57,670	Materials & Contracts	4c	55,502	53,225
38,906	Depreciation & Amortisation	4d	45,820	42,429
12,526	Other Expenses	4e	12,982	12,222
-	Net Losses from the Disposal of Assets	5	3,807	4,589
-	Revaluation decrement of IPP&E	4d	-	1,373
<b>165,188</b>	<b>Total Expenses from Continuing Operations</b>		<b>174,759</b>	<b>170,789</b>
	<b>Operating Result</b>			
17,987	Operating Result from Continuing Operations		40,464	38,688
<b>17,987</b>	<b>Net Operating Result for the Year</b>		<b>40,464</b>	<b>38,688</b>
17,987	Net Operating Result attributable to Council		40,464	38,688
<b>(64)</b>	<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>		<b>5,980</b>	<b>(383)</b>

### Total Income from Continuing Operations \$215.2m



### Total Expenses from Continuing Operations \$174.8m



\*See Annual Report Section 3 – Annual Financial Statements





## SIGNIFICANT ACHIEVEMENTS – INFRASTRUCTURE CONSTRUCTION AND MAINTENANCE GROUP

### WORKS

Deputy Prime Minister Michael McCormack joined Coffs Harbour Mayor, Councillor Denise Knight, and Cowper MP Luke Hartsuyker in September to open the new Bardens Bridge at Crossmaglen. The \$450,000 single span, two-lane concrete structure was jointly funded by Council and the Australian Government's Bridges Renewal Program.

Road upgrades progressed with the completion of major works on Diamond Head Drive at Sandy Beach, Toormina Road, Toormina, Waterloo and Wharf Streets, Woolgoolga, Lyon Road, Sawtell and Pine Creek Road, Bonville.

Other Transport Works Program projects included the replacement of Morrows Road Bridge at Nana Glen, footpath works at Curacoa Street and Manning Ave, Coffs Harbour, and repairs to Hogbin Drive cycleway and Beach Street, Woolgoolga.

### JETTY MAKEOVER

A major program to repair and refurbish Coffs Harbour's historic jetty structure was completed during the period. Works included the replacement of girders and 40 piles and restoration of sections of the timber deck.

### ECOLOGICAL BURN

Council worked with the National Parks and Wildlife Service, NSW Fire authorities and Gumbaynggirr firefighters to conduct ecological and cultural burns on Boambee Headland in August. The burns are carried out to maintain native grasslands and minimise the encroachment by site-inappropriate vegetation.

### WATER INFRASTRUCTURE

The implementation of CoastalWorks' Reticulated Water Infrastructure Program included the completion of new watermains at Coramba and West Coffs Harbour, watermain renewal projects at Solitary Islands Way, Corindi, Featherstone Drive, Woolgoolga, and Victoria Street, Coffs Harbour and the completion of water reservoir refurbishment projects at Toormina, Sapphire and Emerald Beach.

### SEWER INFRASTRUCTURE

CoastalWorks' Sewer Infrastructure Program advanced during the period with the completion of an upgrade of process programming technology at Moonee Water Reclamation Plant, a new pump station at Lakeside Reserve, Woolgoolga, pump station upgrades at numerous locations, stabilising works of the embankment of Middle Creek Sawtell for the protection of Sewer Rising Main No.3, and extensive cleaning, Closed Circuit Television inspections and condition assessments across the sewer network.



*Bardens Bridge opening*



*Toormina Reservoir refurbishment*



*Ecological burn – Boambee Headland*



## KEY MEASURES OF SUCCESS – INFRASTRUCTURE CONSTRUCTION AND MAINTENANCE GROUP

### KEY MEASURES OF SUCCESS

Data from Council's two-yearly Customer Satisfaction Survey and Six-Monthly Progress Reports.

(Note: all survey results show the Mean response on a scale of 1-5 where 1 = very dissatisfied and 5=very satisfied.)

Infrastructure Construction and Maintenance	2016	2018	% Change
Survey: Customer satisfaction with maintenance of unsealed roads	2.58	2.89	12.1
Survey: Customer satisfaction with maintenance of sealed roads	2.94	3.24	1.0
Survey: Customer satisfaction with maintenance of public toilets	2.94	2.93	-0.2
Survey: Customer satisfaction with maintenance of bridges	3.69	3.67	-0.5
Survey: Customer satisfaction with cleanliness of streets	3.58	3.7	3.5
Survey: Customer satisfaction with parks, reserves and playgrounds	3.75	3.65	-2.7
An increase in planned maintenance works offset by a reduction in reactionary maintenance works. (Awaiting implementation of Enterprise Asset Management system.)	-	-	-





## SIGNIFICANT ACHIEVEMENTS – CITY PROSPERITY GROUP

### TRADING PLACES

From 1 July, Council rolled out its 'Trading Places' scheme, replacing out-dated business regulations for footpath use with a more flexible, common-sense approach. The initiative includes waiving fees for A-frame signs, stalls and outdoor dining areas and streamlining approval processes to simplify footpath use in designated areas by not-for-profit organisations and street performers.

### MOST INNOVATIVE REGIONAL COUNCIL

The success of Council's enterprise development programs was acknowledged in August, when Coffs Harbour was named the winner of the Most Innovative Regional Council at the inaugural WAVE awards in Wagga Wagga. The awards aim to highlight the best in innovation practice and recognised Coffs Harbour City Council's ongoing activities to grow strategic opportunities in the technology and innovation space.

### TOURISM MARKETING

Council's Coffs Coast Destination Marketing initiatives continued to help promote the region further afield. Local tourism businesses were well represented at the 2018 NSW Tourism Awards – among the Coffs Coast finalists, Forestry Corporation of NSW won gold for Sealy Lookout at Orara East State Forest in the tourist attraction category and Riverside Holiday Resort Urunga also won gold in the self-contained accommodation category.

### TOURISM PLAUDITS

Council's Coffs Coast tourism operations were again honoured at the 2018 North Coast Regional Tourism Awards in July. Council's BIG4 Park Beach Holiday Park was inducted into the Tourism Hall of Fame having won the Caravan and Holiday Parks category for three years in a row, while Council's Destination Coffs Coast team won the top award in the destination marketing category.

### FESTIVAL CITY, AGAIN!

For the fourth year in a row Coffs Harbour won the globally-acclaimed International Festivals and Events Association (IFEA) World Festival and Event City Award. The award reflects Coffs Harbour's growing status in Australia as the go-to regional destination for major national and international events, and ranks the city equally alongside such centres as Moscow, Ottawa, Winnipeg, Sydney and Philadelphia.

### MAJOR EVENTS

November was a busy month for the Coffs Coast on the world stage. Coffs Harbour played host to the 2018 Tag World Cup (1-4 November) as well as the final stage of the 2018 FIA World Rally Championship (15-18 November). As drawcards for thousands of visitors, the events represent a significant boost for the local economy and help to enhance the region's international profile through extensive media coverage.



### C.ex STADIUM IN 2018/19

- 52 events (2017/18: 54)
- 70,647 visitors (2017/18: 120,000)
- 127,117 visitor nights generated (2017/18: 199,000)
- \$23.4m economic impact (2017/18: \$25M)



## SIGNIFICANT ACHIEVEMENTS – CITY PROSPERITY GROUP

### STADIUM PARTNERSHIP EXTENDED

During the period, the city's C.ex Group renewed its role as naming rights sponsor of C.ex Coffs International Stadium, following an open market request for proposal process. The successful partnership, built over the last five years, helps to support local sporting groups and sports tourism in general, which has an estimated economic benefit to Coffs Harbour of \$30 million each year.

### SPORT INFRASTRUCTURE INVESTMENT

Plans to develop a Regional Sports Hub in Coffs Harbour took a significant step forward with the announcement of a \$10m grant from the NSW Government's Regional Sport Infrastructure Fund. The project will deliver sports facilities and infrastructure connecting the Coffs Harbour Health Campus, the Coffs Harbour Education Campus, and the Coffs Coast Sport and Leisure Park Precinct.

### INDOOR SPORTS STUDY

A major study of the options for indoor sports facilities in the region was endorsed by Council during the period. The study's key recommendations include adopting a 'balanced' approach to meet local, district and regional demand by providing new facilities in Woolgoolga and within Coffs Coast Regional Sports Hub in addition to retaining Sportz Central.

### FOODCON 2018

Real food champion, chef and media personality, Paul West, joined local food producers and providers at Coffs Harbour's popular annual FoodCon industry event in November. The 'River Cottage Australia' host was among the key speakers at the event, which Council stages as an opportunity for people across the food value chain to connect, exhibit products and services to potential markets, as well as collaborate and inspire the future direction for the region's food journey.

### ONRAMP GRADUATES

Council's successful "6 Degrees" enterprise development program expanded during the period with the staging of the Startup Onramp initiative. The training and mentoring program gives locals with great business ideas the skills, advice and networks they need to launch and grow their companies. After 12 weeks of training, Onramp graduates pitched their ideas to an expert panel, with Susan Ferguson and Kim Burgess of TripaSista winning the main business launch prize package.

### ROBOTICS FIRST

In October, Council's 6 Degrees business initiative supported the staging of the first ever Lego® "battlebots" event for Coffs Harbour school students. The competitive robotics event encourages students to become excited about science, engineering and technology at the same time as they learn skills that could help with future career opportunities.





## SIGNIFICANT ACHIEVEMENTS – CITY PROSPERITY GROUP

### BOOSTING THE CBD ECONOMY

Council moved ahead with the development of a draft Coffs City Centre Development Incentive Policy. The draft policy offers opportunities for developers to be exempt from developer contribution charges if they build residential or tourist accommodation in the city centre. It aligns with Council's commitment to reinvigorate the CBD as a social, cultural and economic hub for the whole community.

### NEW MARKETING CAMPAIGN

A new TV advertising campaign was launched highlighting the stunning natural landscapes of the Coffs Coast alongside the attractions of the area as a stylish, growing regional centre. The 'Naturally Connected' campaign builds on Council's previous 'Create Your Paradise' messaging to evoke a sense of wonder and discovery of the Coffs Coast today. Local tourist operators are encouraged to integrate the Naturally Connected campaign in their own marketing.

### 725 SQUADRON ENTRY

As a precursor to ANZAC Day, Coffs Harbour's adopted 725 Squadron exercised its right to enter the city in a spectacular Parade and community event through Harbour Drive and the Jetty Foreshores precinct in April. Based in Nowra, the naval helicopter squadron was adopted by Coffs Harbour in 2015 with the support of members of local RSL sub branches and Returned and Ex-Services Clubs in the region.

### NEW LOOK STADIUM REVEALED

A major milestone was reached in March in the transformation of C.ex Coffs International Stadium, with the official opening of the Stage 1 upgrade by Deputy Prime Minister Michael McCormack, Coffs Harbour Mayor Councillor Denise Knight and Federal Member for Cowper Luke Hartsuyker. The \$13m development includes new grandstands as well as co-located office space for local sports administrators and Stadium event organisers. Stage 2, the redesign of the original grandstand, will open later in 2019.

### ROCKETMAN TO ROCK COFFS

C.ex Coffs International Stadium and the Coffs Coast continued to build its reputation as a top destination for all kinds of major events, with the announcement of two concerts by entertainment superstar, Sir Elton John, in February 2020. The international exposure for the Coffs Coast, as well as the direct economic benefit to the entire community, is expected to be significant.



*Epic Stadium Stage 1 Upgrade opening*



*"Naturally Connected" campaign*



*Elton John excitement*





## KEY MEASURES OF SUCCESS – CITY PROSPERITY GROUP

### KEY MEASURES OF SUCCESS

Data from Council's two-yearly Customer Satisfaction Survey and Six-Monthly Progress Reports.

(Note: all survey results show the Mean response on a scale of 1-5 where 1 = very dissatisfied and 5=very satisfied.)

City Prosperity	2016	2018	% Change
Survey: Customer satisfaction with sporting facilities	3.87	3.92	1.3
Survey: Customer satisfaction with creation/attribution of cultural and sporting events	3.78	3.61	-4.4
Survey: Customer satisfaction with tourism marketing	3.6	3.51	-2.5
Survey: Customer satisfaction with economic development	2.91	3.04	4.4
Entrepreneur start-ups (Target 5)	(2017/18) 5	(2018/19) 8	60.0
Major events return on investment (Deleted measure – Feb 2018)	NA	NA	-
Annual Tourism Visitation (Target 5%)	(2017/18) 1.868m	(2018/19) 1.981m	6.0



## SIGNIFICANT ACHIEVEMENTS – COMMUNITY AND CULTURAL SERVICES GROUP

### NAIDOC WEEK 2018

In July, Council supported Coffs Harbour's NAIDOC Week 2018 program, celebrating the invaluable contribution that Aboriginal and Torres Strait Islander people make to the community. It included the annual Grace Roberts Awards ceremony, recognising outstanding achievements by local people. The 2018 Grace Roberts Community Development Award was presented to Auntie Jenny Skinner for her commitment to supporting numerous community organisations and volunteering work.

### ABORIGINAL CULTURAL GUIDE

During the period, Council developed a Draft Aboriginal Cultural Awareness and Engagement Guide to assist Councillors, staff and volunteers to provide a consistent and respectful approach to engaging with the Aboriginal community. Called 'Yandaarra – Shifting Camp Together,' the guide advocates a collaborative approach towards the protection of Aboriginal culture in the local government area and helps provide social and cultural understanding by acknowledging and celebrating Aboriginal perspectives. The document is planned to go to Council in August 2019 for adoption.

### 2018 ARTS GRANTS

Ten local groups shared \$37,400 in under Council's Arts and Cultural Development Grants program to help celebrate the cultural diversity of the Coffs Coast community. Council annually offers grants from \$2,000 to \$5,000 through the program to help support the implementation of the Creative Coffs – Cultural Strategic Plan 2017-2022. This year's funding supported film events, arts and music workshops, concerts and contemporary dance projects.

### COUNCIL DONATIONS

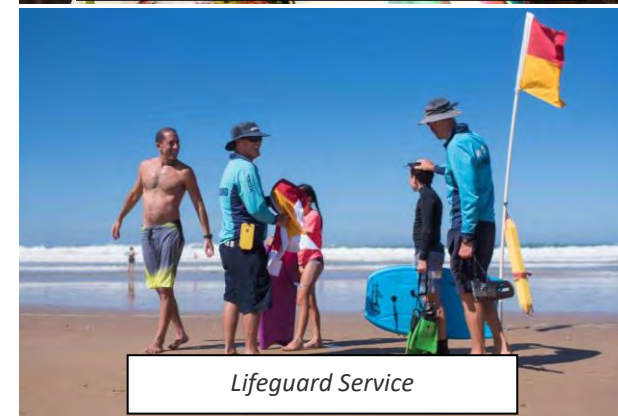
Donations from Council to local charities, organisations and community groups hit \$217,595 for 2018/19. The donations program supports a wide range of local community organisations and events, and includes the waiving of charges and the provision of rate subsidies for community-run sports facilities and surf clubs.

### THE COFFS HARBOUR CITY LIBRARY SERVICE

The popular childhood reading program, Storytime, celebrated its twentieth year with a special birthday event at the library in October. Other highlights during the year included author talks, an Armistice Day centenary showcase, a range of Library Lovers' Day events and the introduction of a new, monthly Baby Rhyme Time for the under-2s, to augment the Ten Minutes a Day literacy workshop program.



Grace Roberts Award winner Jenny Skinner



Lifeguard Service



Coffs Harbour City Library



## SIGNIFICANT ACHIEVEMENTS – COMMUNITY AND CULTURAL SERVICES GROUP

### NSW LIBRARY RENEWS FUNDING PUSH

Coffs Harbour City Council joined other local councils in a united effort across NSW to call on the State Government to double its funding to help fill a shortfall that threatens the long-term viability of local public libraries. The campaign for a sustainable funding model was initiated because of uncertainty over government funding commitments - the NSW State contribution to libraries is the lowest in Australia.

### THE COFFS HARBOUR REGIONAL GALLERY

Standout shows during the Gallery's 2018/19 season included the national touring exhibition, 'Clay Intersections', the 3rd Tamworth Textile Triennial, the innovative 'New Year: New Work' showcase of 50 new artworks sponsored by the Coffs Coast business community, and 'Kitschen Man' and 'Ripped Off', a multi-artist exhibition celebrating the images of pioneering surf photographer John Witzig.

### SASEBO VISIT

In August, a delegation from Sasebo visited Coffs Harbour to celebrate the 30th anniversary of Council's sister city relationship. The week-long program included a presentation at the Jetty Memorial Theatre featuring performances by visiting students from the Seiwa School, and local students from St John Paul College.

### VENUE UPGRADES

A project was launched to improve audio-visual/staging facilities at selected community venues around the local government area. The project included an upgrade of digital cinema projection (DCP) equipment at Jetty Memorial Theatre as well as the procurement of a mobile DCP unit. Attendance figures for productions at the Theatre exceeded targets.

### ONE-STOP DIGITAL COMMUNITY DIRECTORY AND EVENTS CALENDAR

Council launched "MyCoffs Connect" – a new online directory and events calendar for the local community to find out what's on, join a group, or access services. MyCoffs Connect is an easy platform for community groups and service providers to list their details and also create and manage events. It is available both online and via the Access My Community app and is free of charge to community members, groups and service providers.

### MARYSVILLE FUND-RAISING

The Coffs Harbour community was among those thanked for their generosity at a ceremony to mark the opening of MiRA – the new Marysville Information + Regional Artspace – in Victoria, which was built using funds donated following the devastating Black Saturday Bushfires of 2009. Council had established an appeal fund with actor, Russell Crowe, and Australian basketball great, Luc Longley; the appeal raised \$500,000.



"Kitschen Man" – Regional Gallery



MyCoffs Connect directory



Marysville MiRA Appeal Presentation





## SIGNIFICANT ACHIEVEMENTS – COMMUNITY AND CULTURAL SERVICES GROUP

### GIVE LIGHTLY

Council's Sustainable Living program promoted an alternative approach to the gift-giving process ahead of the summer holiday break. The "Give Lightly Eco-friendly Christmas" initiative provided a free line-up of workshops and events, encouraging people to prepare for Christmas by embracing making, fixing, swapping and doing.

### COFFS HARBOUR REGIONAL MUSEUM

A Federal Community Heritage Grant enabled a significant assessment of the museum's collection to proceed, a specialist consultant working with the Museum team to explore the meaning and value of the collection within the history of Australia. The work helps pave the way for further grants to make the collection more available to the public. Strong interest was shown in the Museum's programs during the period with visitor numbers exceeding targets.

### CELEBRATING ABILITY

The 2018 International Day of People with Disability (IDPWD) on 3 December, was staged in City Square as a community celebration of ability to which everyone was invited. Events included a Theatre Presentation by the Special Needs Actors Group (MIX-TUB), a Zumba Display for people with disabilities and a Q&A session with Scott Doolan, the first paraplegic climber to reach Everest Base Camp.

### NEW YEAR, NEW LOOK

The Coffs Ambassadors environmental awareness program was reviewed, with plans developed to change the delivery of tours and programs in 2019/20. Since it began in 2010, 22 volunteer Coffs Ambassador Tour Guides have taken over 4,800 people on interpretive tours to deepen their connection to nature and to live more sustainably. The refreshed new "Nature Based Education" program will offer a more diversified format delivered by Council employees and contractors with paid opportunities for future facilitators and guides.

### HARMONY FESTIVAL

Recognised as Coffs Harbour's most diverse, exciting, exotic and adventure-filled event, the Harmony Festival was staged at the Regional Botanic Garden in March. With the theme 'Celebrating everyone's journey to calling Coffs home', the festival included an international food market, an Aussie surf culture showcase, the Planet Coffs creative play space, the 'Beats and Feet' dance tent and a megamix of acts from across the globe on the main stage.

### REFUGEE WEEK 2019

Council again played a major role in supporting Refugee Week in Coffs Harbour. The 2019 program included the massively popular Freedom Feast celebration at the showground, as well as film screenings and the 'Lullabies and Sweet Dreams' multi-media exhibition at the Yarrawarra Aboriginal Cultural Centre.



Regional Museum – Freedom Stories exhibition



IDPWD Zumba Display



2019 Harmony Festival



## SIGNIFICANT ACHIEVEMENTS – COMMUNITY AND CULTURAL SERVICES GROUP

### AYRSHIRE PARK

A draft Masterplan for Ayrshire Park in Middle Boambee was released for public comment. The plan aims to encourage further sporting use, create a more attractive parkland space for passive enjoyment and enhance the natural environment.

### SCHOOLS GO MAD

Council approved 14 projects in the 2019 round of “Make a Difference” (MAD) Green Grants for schools and childcare centres. The environmental projects include reducing waste, protecting our local habitat with biodiversity initiatives and increasing local food production with kitchen gardens.

### PLASTIC FREE JULY

Around 1,000 local residents got directly involved in phasing plastic out of their lives in Coffs Harbour’s very successful Plastic Free July (PFJ) campaign, co-ordinated by Council as a Sustainable Living initiative. Actually staged over three months (June-August), the program included workshops, Plastic Free promotional events, Toy Swaps, youth events, a Pop Up festival, film nights and the “Sawtell Seaside Scavenge” which collected nearly 200kg of litter.

### SOLAR FESTIVAL

Council hosted a Festival of Solar in June at the Coffs Harbour Showground to explore the latest opportunities in residential solar power, electric vehicles, battery banks and future power options. Hundreds of people turned out for the event which was staged as a partnership with the State Government, Bellingen Electricity Alliance and Nambucca and Bellingen Shire Councils.

**LIBRARY SERVICE**  
**ANNUAL VISITATIONS:**  
**2018/19: 258,560 visitors**  
**(2017/18: 273,845 visitors)**

**Council provided community donations, grants and subsidies of more than \$1.29m in 2018/19**

### Lifeguard Service 2018/19 Beach Statistics

**Visitation: 734,000** (2017/18: 773,592)

**Rescues: 28** (2017/18: 30)

**Patrol days: 732 plus 10 days that beaches were closed due to environmental factors.**

(2017/18: 748 + 7)

**Preventative actions: 16,774**

(2017/18: 14,602)

**First Aid incidents treated: 152**

(2017/18: 101)

**Law Enforcement (dog, surf craft and other incidents): 878** (2017/18: 594)



## KEY MEASURES OF SUCCESS – COMMUNITY AND CULTURAL SERVICES GROUP

### KEY MEASURES OF SUCCESS

Data from Council's two-yearly Customer Satisfaction Survey and Six-Monthly Progress Reports.

(Note: all survey results show the Mean response on a scale of 1-5 where 1 = very dissatisfied and 5=very satisfied.)

Community and Cultural Services	2016	2018	% Change
Survey: Customer satisfaction with libraries	4.24	4.11	-3.0
Survey: Customer satisfaction with lifeguards	4.09	3.98	-2.8
Survey: Customer satisfaction with cultural facilities	3.61	3.64	0.7
Survey: Customer satisfaction with creation/attraction of cultural and sporting events	3.78	3.61	-4.4
Jetty Memorial Theatre seasonal attendance (Target 18,000)	(2017/18) 22,989	(2018/19) 26,825	16.7





## SIGNIFICANT ACHIEVEMENTS – STRATEGIC ASSET MANAGEMENT GROUP

### JETTY4SHORES AWARD

Council's Jetty4Shores Project won the NSW Minister for Local Government's 2018 Award for Innovation in Local Government Engineering. The ongoing harbour precinct redevelopment project was chosen for the top award by Australia's leading municipal engineering body – the Institute of Public Works Engineering Australasia (IPWEA) – in recognition of the quality of the project's design and construction.

### CITY SQUARE

After extensive community consultation, construction work started on the \$2.5 million revitalisation of City Square. Key elements of the project include contemporary lighting, event power supplies, new paving, large cafe umbrellas to replace the existing arbours, new public seating, communal tables for shared dining experiences, and a raised Shared Zone on Park Avenue Lane to improve pedestrian safety. Completion date: August 2019.

### NEW PARK

In March, Council commenced work on a new district park in West Coffs. The William Sharp Drive playground will have a mix of junior, senior and accessible play equipment, plus a cycleway, BBQ shelter, picnic shelters, a new amenities block and a leash-free dog park. Completion date: September 2019.

### FINAL DETENTION BASIN

Ten years after the floods that devastated Coffs Harbour's city centre in 2009, a significant milestone was achieved with the opening of the Upper Shephards Lane Flood Detention Basin in June. The installation is the fourth and final stage of the Coffs Flood Detention Basin network; the detention basins are a key part of Council's ongoing \$20m Flood Mitigation Program.

### SAFETY SURVEILLANCE

As part of its SafeCoffs project, Council secured a \$900,000 Federal Government grant to begin installing CCTV cameras and security lighting to reinforce public safety at specific locations. The roll-out includes City Square, Park Avenue Car Park and Park Avenue Lane in Coffs Harbour, and the Toormina Oval, Skate Park and Velodrome. The SafeCoffs project has previously completed similar installations in the Park Beach area.

### CREEK HAZARDS REMOVED

In December, Council took advantage of seasonal low tides to remove dead trees and large branches creating a potential public hazard in Coffs Creek. An extensive environmental assessment had to be undertaken to allow the work to proceed, with permits secured from the NSW Department of Industry Crown Land division, NSW Fisheries and the Solitary Islands Marine Park.



*Jetty4Shores Project Award*



*Upper Shephards Lane Detention Basin opening*



*City Square redevelopment*



## SIGNIFICANT ACHIEVEMENTS – STRATEGIC ASSET MANAGEMENT GROUP

### SAVE OUR RECYCLING

In a move to create a more sustainable future, Council endorsed the Local Government NSW “Save Our Recycling” campaign. Councils want 100% of the waste levy funds that they pay the NSW Government re-invested into waste minimisation, recycling and resource recovery. Of the \$726 million collected from the waste levy in 2016/17, only 10% was directed to the Waste Less Recycle More initiative; the remainder went to the NSW Government’s consolidated revenue.

### GARBAGE TRUCKS ON MESSAGE

Council joined forces with Coffs Coast Waste Services to help residents reduce even more waste, using its fleet of 21 trucks as mobile billboards in the war on waste. Each truck has been wrapped with a different education message on either side, addressing common questions people ask about sorting their waste, along with information about the services offered at the Community Recycling Centre and some anti-littering messages.

### DRIVING ON BEACHES

A new draft policy was placed on public exhibition proposing changes to where people can drive on local beaches. The review was prompted by community concerns that vehicle traffic under the current policy – set in 1996 - creates the potential for environmental damage to sensitive beach ecosystems. Issues raised during the consultation are to be included in a report to Council in the second half of 2019.

### WATERWISE COFFS COAST SCHOOLS

Council’s implementation of the ‘Waterwise’ water conservation program continued, with all local primary schools now officially accredited as WaterWise locations. Established Waterwise graduates, Karangi and Coramba Public Schools, completed refresher courses to reaffirm their commitment to saving as much water as possible.

### CREEK HAZARDS REMOVED

In December, Council took advantage of seasonal low tides to remove dead trees and large branches creating a potential public hazard in Coffs Creek. An extensive environmental assessment had to be undertaken to allow the work to proceed, with permits secured from the NSW Department of Industry Crown Land division, NSW Fisheries and the Solitary Islands Marine Park.

### CHEMICAL CLEAN-OUT

Council partnered with MIDWASTE and the NSW Environment Protection Authority (EPA) in May to help local residents dispose of unwanted or out-of-date household chemicals. The free drop-off, at the England’s Road Waste Management Facility, targeted items such as pool chemicals, pesticides, weed killers and solvents, as well as out of date medicines and pharmaceuticals.



“Save Our Recycling” campaign



War on Waste messaging



SafeCoffs CCTV Camera installation



## KEY MEASURES OF SUCCESS – STRATEGIC ASSET MANAGEMENT GROUP

### KEY MEASURES OF SUCCESS

Data from Council's two-yearly Customer Satisfaction Survey and Six-Monthly Progress Reports.

(Note: all survey results show the Mean response on a scale of 1-5 where 1 = very dissatisfied and 5=very satisfied.)

Strategic Asset Management	2016	2018	% Change
Survey: Customer Satisfaction with footpaths and cycleways	3.17	3.24	2.2
Survey: Customer Satisfaction with sewerage	4.38	4.3	-1.8
Survey: Customer Satisfaction with water supply	4.29	4.23	-1.4
Domestic waste diverted from landfill (percentage)	(2017/18) Target 50% Achieved 62%	(2018/19) Target 70% Achieved 66.5	NA





## SIGNIFICANT ACHIEVEMENTS – SUSTAINABLE PLACES GROUP

### WOOLGOOLGA MASTERPLAN AWARD

The extensive and successful community consultation on the Woolgoolga Town Centre Masterplan undertaken by Council with consultants Lat27 was recognised with an award from the Australian Institute of Landscape Architects (AILA). The project took out the Urban Design Award at the AILA NSW Landscape Architecture Awards which celebrate and promote quality design for public open spaces, stronger communities and improved environmental stewardship.

### PLANNING EXCELLENCE AWARD

Local Government Week 2018 was marked by Council winning the Local Government NSW (LGNSW) Award for Culture Change Innovation/Excellence for a large regional area. The Award recognises Council's new emphasis on putting people first through its Precinct Place Planning Strategy. The goals of the strategy include the creation of unique places and spaces, as well as improved community engagement, organisational governance and place management.

### HERITAGE RECOGNITION

The First Sikh Temple in Woolgoolga – the earliest example of a purpose-built Sikh temple in Australia – was officially recognised by Council in September as a place of local historical interest. Opened in 1969, the Temple in Hastings Street is considered an important symbol of the acceptance of Sikhs as an integral part of the Woolgoolga community.

### SEEN A KOALA?

A community survey was launched in October as a vital part of the groundwork to review Coffs Harbour's Koala Plan of Management, which was adopted by Council in 2000. The survey and information from the community and landholders will help update Council's knowledge of exactly where koalas can be found locally. Coffs Harbour is identified as one of the few remaining areas in NSW with a significant koala population. The revised draft Koala Plan of Management is due to be completed by June 2020.

### NEIGHBOURHOOD SCORECARDS

In collaboration with independent research agency Place Score, Council conducted online and face-to-face surveys throughout November to measure 'place experience.' This allows communities to share what they most care about and rate their own neighbourhoods. The Place Score program is a first for the area and adds to other community consultation findings to help diagnose problems, identify priorities and measure changes in place planning and management.

### COASTAL MANAGEMENT

A draft Bonville Pine Creek Coastal Management Program (CMP) was developed following extensive community and stakeholder consultation to identify the values and significance of the estuary. The CMP will set the long-term strategy for coordinated management of the estuary to meet local community needs in the short term and identify risks in the longer term.



*Precinct Place Planning Award*



*Koala Survey*



## SIGNIFICANT ACHIEVEMENTS – SUSTAINABLE PLACES GROUP

### A GROWING CITY

Public comment was sought on the draft Coffs Harbour Local Growth Management Strategy. The LGMS will set out how and where growth will occur in the Coffs region over the next 20 years, while protecting valuable environmental, agricultural land and neighbourhood character.

A separate Large Lot Residential Background Paper was also prepared to assist the community in understanding the key challenges and principles considered in planning for large lot residential development.

In March, Council endorsed the North Boambee Valley (West) Urban Investigation Area following extensive community consultation. One of the last 'greenfield' residential development areas identified through Council's 2008 Local Growth Management Strategy, the new urban release area aims to provide liveable neighbourhoods and associated infrastructure to meet the needs of our growing population.

### PLANNING FOR GROWTH

The volume of development applications submitted to Council for determination in 2018/19 decreased by 10.1% compared to the previous year. However, the total value of developments increased by 12.6%: the biggest variation was with new dwellings - particularly in the Sapphire Beach estates, northern beaches area and Sawtell - where a number of proposed developments significantly exceeded average new dwelling value.

#### Development Applications (DAs) Submitted

Type of Development	2017/18		2018/19	
	No.	Value (\$m)	No.	Value (\$m)
New Dwellings	276	102.7	237	167.9
Dwelling Alterations / Additions	273	17.7	294	20.5
New Multiple Occupancy	26	46.04	11	42.7
Swimming Pools	101	3.9	93	3.06
Commercial / Industrial / Retail	13	7.2	7	7.2
Commercial / Industrial / Retail Additions / Alteration	30	5.3	22	6.07
Other	358	104.05	304	75.6
<b>Total</b>	<b>1,077</b>	<b>286.89</b>	<b>968</b>	<b>323.03</b>

Significant Development Applications submitted for the period included:

- New library and renovations - John Paul College (\$8.13m)
- Solar Farm – Ferretts Road Nana Glen – (\$16m)
- Senior housing – Beach Street Woolgoolga (\$20m)
- Office building – Albany Street Coffs Harbour (\$5.38m)



## KEY MEASURES OF SUCCESS – SUSTAINABLE PLACES GROUP

### KEY MEASURES OF SUCCESS

Data from Council's two-yearly Customer Satisfaction Survey and Six-Monthly Progress Reports.

(Note: all survey results show the Mean response on a scale of 1-5 where 1 = very dissatisfied and 5=very satisfied.)

Sustainable Places	2016	2018	% Change
Survey: Customer Satisfaction with DA processing	2.84	2.96	4.0
Survey: Customer Satisfaction with protection of the natural environment	3.31	3.33	0.6
Survey: Customer Satisfaction with enforcement of local building regulations	3.2	3.09	-3.3
Survey: Customer Satisfaction with enforcement of pet regulations	3.2	3.16	-1.3
Survey: Customer Satisfaction with flood management	3.54	3.37	-4.8
Survey: Customer Satisfaction with coastal management	3.26	3.06	-6.2
Improvement in the health of our waterways (Awaiting Ecohealth program commencement)	-	-	-
Scheduled inspections completed (Public Pools; Skin Penetration premises; Legionella) (Target 100%)	(2017/18) 100%	(2018/19) 100%	-
DA processing times (% DAs processed within 40 days) (Target 90%)	(2017/18) 82%	(2018/19) 75%	-7.0





## SIGNIFICANT ACHIEVEMENTS – ENABLING BUSINESS SERVICES

- **BUSINESS SYSTEMS**
- **CUSTOMER SERVICES**
- **FINANCE AND LOGISTICS**
- **GOVERNANCE**
- **OFFICE OF THE GENERAL MANAGER**
- **ORGANISATIONAL DEVELOPMENT**

### FACING CLIMATE CHANGE

In October, Coffs Harbour signed up to the Cities Power Partnership, joining forces with other councils across Australia to slash greenhouse gas pollution and tackle worsening climate change. Council's existing initiatives include including the installation of renewable energy systems at council facilities, supporting an autonomous, zero-emissions vehicle trial and adopting a Renewable Energy and Emissions Reduction Plan to ensure the organisation's energy use will consist of 100% renewables by 2030.

### COMMUNITY SATISFACTION

The 2018 Customer Satisfaction Survey showed that overall satisfaction with Council has grown over the past two years. When plotted against surveys of five other Mid North Coast and New England regional councils, the results show that Coffs Harbour City Council has the highest overall satisfaction rating. The 2018 survey showed that protection of the natural environment, lifeguards, parks, reserves and playgrounds, and coastal and flood management continue to be top community priorities.

### CULTURAL AND CIVIC SPACE

Following consultation with residents and key stakeholders, a preliminary schematic design was released in May for the proposed Cultural and Civic Space for the Coffs Harbour region. The decision to proceed with the \$76.5m development proposal was scheduled to be considered by Council in July.

### COFFS HARBOUR HIGHWAY BYPASS

Council continued to press its Build the Best Bypass campaign, especially in the run-up to the NSW state election in March. Despite a Government back-down on its proposal to use cuttings instead of tunnels in the bypass construction, no updated plans or costings were put forward to show that tunnels had been reinstated in the design. The tunnels – as originally proposed – will minimise the impact the massive project will have on the local environmental and the amenity of the city.

### JOINT ORGANISATION

Council continued to lobby the NSW Government to establish a North Coast Joint Organisation (JO) involving Coffs Harbour, Nambucca Shire and Clarence Valley councils. The State Government wants the three local government areas to join a Mid North Coast JO set up for Port Macquarie, Bellingen and Kempsey councils. Coffs Harbour, Nambucca Shire and Clarence Valley councils argue that such a JO would be too big and face too many competing interests.



## SIGNIFICANT ACHIEVEMENTS – ENABLING BUSINESS SERVICES

### CIVIC LEADERS

The Citizen of the Year and the Young Citizen of the Year Award winners – Judy Bailey and Isabella Oates Herrera, respectively - were announced at the Council-run Australia Day Ceremony at the Jetty Foreshores on January 26. The ceremony also included recognition of nine ‘local heroes’ for their achievements and community spirit.

### BOAT RAMP ENHANCEMENT

Council threw its support behind a community project to improve safety and recreational opportunities at the Boat Ramp in the Harbour. The Coffs Harbour Regional Boat Ramp Precinct Enhancement Committee developed a concept plan featuring ten design recommendations. As the Crown Land Manager for the precinct, Council lobbies the State and Federal Governments for funding of the enhancements as part of the future development of the harbour area.

### PROPERTY LEASING

A draft policy was released in November for public comment to help ensure that a structured, transparent framework is in place for the leasing and licensing of Council owned and controlled properties to community organisations. Council maintains a significant portfolio of leases and licences to various community organisations. The draft policy and guidelines aim to safeguard the sustainability of community facilities, while acknowledging the valuable contribution that community groups make.

### IMPROVED SERVICE

Local residents and event organisers can now reserve a number of key Council facilities using a new digital booking system. The streamlined system is aimed at improving customer service, making sure our spaces are used more often by more people and simplifying our in-house processes so staff can concentrate on delivering even better service.

### ONLINE ACCESS

During the period, a new feature called ‘ReadSpeaker’ was introduced on Council’s website. The application (which can be used on any mobile device) converts written text to speech. In line with Council’s commitment to accessibility, Readspeaker aims to help customers who may have vision impairment, learning disabilities or low literacy or English language skills.

### BUNKER LEASE EXTENSION

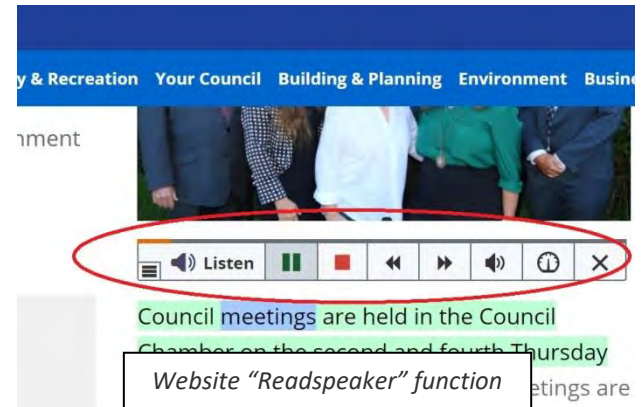
In May, Council agreed to provide a 20-year lease to the Bunker Cartoon Gallery Inc. group to operate the facility at City Hill. The current two-year licence agreement had been due to end on June 30 2020. However, the group (now operating as the National Cartoon Gallery), sought a long-term lease so that it could pursue grant funding and other sources of finance for an historic cartoon exhibition valued at up to \$2m. Council will continue to provide a rental subsidy to the group until the end of June 2020.



Australia Day Committee and Nominees



Property leasing policy



Website “Readspeaker” function



## KEY MEASURES OF SUCCESS – ENABLING BUSINESS SERVICES

### KEY MEASURES OF SUCCESS

Data from Council's two-yearly Customer Satisfaction Survey and Six-Monthly Progress Reports.

(Note: all survey results show the Mean response on a scale of 1-5 where 1 = very dissatisfied and 5=very satisfied.)

Enabling Business Services	2016	2018	% Change
Survey: Customer satisfaction with online services	3.57	3.55	-0.5
Survey: Customer satisfaction with Council pools	4.04	3.71	-8.2
Customer request responses delivered within service time frames (Target 90%)	No data	97.76	NA
Customer satisfaction with the way Council handles customer inquiries (Target 90%)	June 2018 96.8%	June 2019 95.15%	-1.65
Increase in online corporate newsletter subscriptions (Target 1%)	June 2018 8,750	June 2019 10,436	19.3
Increase in corporate social media subscriptions (Target 1%)	June 2018 Facebook 2,321 Twitter 1,273	June 2019 Facebook 3,744 Twitter 1,314	Facebook 61.3 Twitter 3.2
Change in corporate website visitation (Target 1%)	June 2018 159,539	June 2019 266,524	67.1
Compliance with legislative requirements in relation to key dates (Target 100%)	100%	100%	-
Creditor accounts paid within business terms (Target 90%)	90%	90%	-





## SIGNIFICANT ACHIEVEMENTS –COMMERCIAL BUSINESS UNITS

- CITYSMART SOLUTIONS
- COASTAL WORKS
- COFFS COAST HOLIDAY PARKS
- COFFS HARBOUR AIRPORT
- COFFS HARBOUR ENVIRONMENTAL LABORATORY

### AIRPORT SECURITY

A trial of body scanning technology was initiated at Coffs Harbour Airport in late November ahead of a Federal Government requirement for enhanced passenger and cabin baggage security screening measures at regional airports from 2020. The trial aims to familiarise airport staff and passengers with the equipment functionality, the impact of the screening process and the screening point design in preparation for the permanent installation of the technology.

### AIRPORT MANAGEMENT

During the period, Council further developed the option of leasing the running of Coffs Harbour Airport to the commercial aviation sector. The airport lease model has been adopted at over 24 capital city and regional airports across Australia to optimise investment opportunities and risk management. Council approved work to progress towards taking a formal Expression of Interest to the open market.

### AIRPORT PASSENGER NUMBERS

2018/19: 396,917

(2017/18: 413,333)

*Passenger numbers were affected by a pilot shortage in late 2018 and early 2019.*

### AIRPORT TECHNOLOGY

Coffs Harbour Regional Airport was one of 100 sites identified nationally by the Civil Aviation Safety Authority (CASA) and Airservices Australia to receive new technology called Baro-VNAV. The software helps minimise delays caused by poor weather on aircraft landing.

### HOLIDAY PARK STAR PERFORMER

The BIG4 Park Beach Holiday Park was inducted into the North Coast Regional Tourism Awards' Hall of Fame for having won the 'Caravan and Holiday Parks' category three years in a row (from 2014 until 2016). Park Beach has been operating as a holiday park since 1933 and has been run by Coffs Harbour City Council since 2000, and more recently under the BIG4 banner. It is part of the Council-managed Coffs Coast Holiday Parks network which also includes BIG4 Sawtell Beach Holiday Park, Woolgoolga Beach Holiday Park and Woolgoolga Lakeside Holiday Park.

### HOLIDAY PARKS INVESTMENT

All four Coffs Coast Holiday Parks finalised significant upgrades to make sure they remain among the top places to stay on the Coffs Coast. Improvements included the addition of new villas and refurbishment of existing villas, and entry, road and park infrastructure upgrades. The parks also secured Trip Advisor's Certificate of Excellence Awards, which are based on the reviews and ratings of guests.

### POOLS STRATEGY

A strategy for the future upgrade of the ageing Sawtell and Woolgoolga swimming pools went out for public consultation, drawing on input from a community survey and stakeholder discussions. Both pools are nearly 40 years old and the strategy recommends significant improvements. The results of the consultation on the strategy will be reported back to Council for further consideration.

### BOTANIC GARDEN PLAN

The draft North Coast Regional Botanic Garden Strategic Plan 2018-2023 was released in November for community feedback. Developed by the facility's Advisory Committee, the draft plan focuses on the key strategic principles of Conservation, Education and Community Enrichment, and will help guide the development of a new Plan of Management for the Gardens complex.



## OUR VOLUNTEERS



### OUR WONDERFUL VOLUNTEERS

Volunteers are integral to a strong community and make a valuable contribution to community life both socially and economically. Council appreciates those in our community who volunteer their time and by doing so bring a wide range of skills, expertise and experience to support the successful delivery of Council programs, services, facilities and venues, events and projects for the community.

To explore opportunities to improve Council's volunteer programs, the experience of Council's volunteers and whether there is a way to increase the value provided to the community, a Volunteer Strategic Review was undertaken. The main goal of the Strategic Review was to answer one question: "Can the way we utilise volunteers at Council lead us to a win-win-win situation? That's a win for volunteers, for Council and most importantly, the community."

The review identified that our volunteers provide Council with approximately 10,500 hours a year. Not only does having well-established and well-managed Volunteer Programs have fiscal benefits for Council, it ensures that we can continue to provide services valued by our community and offer opportunities to a range of people to give back to their communities. Our volunteers feel highly valued by Council. We have some good foundations in place and the review identified further opportunities for improvement to become a leading volunteer employer.





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